



US Army Corps
of Engineers

FY06 AIR FORCE PROGRAMS CUSTOMER SATISFACTION SURVEY



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USACE Organization Symbols¹ FY06

MSC	MSC Name	District	District Name
LRD	Great Lakes/OhioRiver	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
MVD	Mississippi Valley	MVK	Vicksburg
		MVM	Memphis
		MVN	New Orleans
		MVP	St Paul
		MVR	Rock Island
		MVS	St Louis
NAD	North Atlantic	NAB	Baltimore
		NAE	New England
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
		NAU	Europe
NWD	North West	NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
		NWW	Walla Walla
POD	Pacific Ocean	POA	Alaska
		POF	Far East
		POH	Honolulu
		POJ	Japan
SAD	South Atlantic	SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
		SAW	Wilmington
SPD	South Pacific	SPA	Albuquerque
		SPK	Sacramento
		SPL	Los Angeles
		SPN	San Francisco
SWD	South West	SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
		SWT	Tulsa
Other	NA	TAC	TransAtlantic Prog Ctr
		AED	Afghanistan Division
		GRD	Gulf Region Division
HQ	HeadQuarters		

¹ Organizations participating in FY06 Survey highlighted

EXECUTIVE SUMMARY

The twelfth annual Military Programs Customer Satisfaction Survey has been completed. A total of 777 customers participated in the FY06 survey. USACE customers included Air Force, Army, 'Other DoD' agencies and International & Interagency Support (IIS) customers². Army customers comprise the largest proportion of the FY06 sample at 47 percent followed by Air Force (28%), 'Other DoD' (15%) and IIS (10%). The greatest number of Air Force customers fall under ACC (58 customers) and AETC (38 customers). The commands specified by the 48 customers who selected 'AF-Other' or 'Joint/Combat Command' included AFRC, AFSPC, AFSOC and others.

Over half (63%) of Air Force customers characterized themselves as primarily Construction customers.; 18 percent Environmental, eight percent Real Estate services, and three percent O&M customers. The greatest proportion of responses was received from customers served by Northwest Division (27%) and South Atlantic Division (24%). Omaha and Mobile Districts had the greatest number of valid responses (37 and 30 customers respectively).

The three most highly rated items in this year's survey were 'Treats You as a Team Member', 'Displays Flexibility' and 'Seeks Your Requirements' rated positively by at least 88 percent of Air Force customers. The index that received the greatest proportion of negative responses was 'Reasonable Costs' rated 'Low' by seven percent of Air Force customers. No other service area was rated low by more than five percent of customers. The ratings on the General Satisfaction items were the highest received since the survey began in 1995.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 85 percent of Air Force customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of four percent responded USACE would NOT be their choice for future projects and 12% were non-committal. These results show an improvement over last year when eight percent stated they would not choose the Corps for future work. Regarding customers' overall level of satisfaction 88% responded positively, two percent negatively and 10% fell in the mid-range category. This is a significant improvement over last year when eight percent were overall dissatisfied.

Among the 23 specific services the most highly rated items were 'Planning Services (Charettes, Master...)', 'BRAC' and 'Environmental Compliance'. 'Environmental Compliance' has been among the highest rated in three of the past four years. The specific services that received the lowest ratings were 'Timely Construction' at 12 percent low ratings and 'On-Site Project Management' and Funds Management at six percent each. As in the last two years 'Timely Construction' was the lowest rated service showing relatively little improvement over last year. However, on the positive side,

² Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services

unlike the years previous to FY04, 'Warranty Support' and 'Real Estate' services were not among the more poorly rated.

A total of 147 or 68 percent of all Air Force customers submitted comments. Of these, 72 (49%) made overall favorable comments, 33 (22%) made negative comments, 30 (20%) customers' comments contained mixed information (positive and negative statements), and 12 (8%) respondents' comments were purely informational in nature, neither positive nor negative. The most frequently cited positive comments were 'Compliments to individuals/staff' (37 customers). The most frequent negative comment concerned 'Timely Construction' and 'Reasonable Cost'. Other areas of services that received a number of negative comments concern 'Timely Service', 'Keeps You Informed', 'AE Contract services' and 'Funds Management'.

Air Force customer ratings are approximately the same as Army on all but two satisfaction indicators. Air Force customers were significantly more satisfied in 'Reasonable Cost' and 'Environmental Compliance'. These results are similar to last year and represent a significant departure from previous years in that subgroup ratings have become very homogeneous. In previous years Air Force customers were consistently more satisfied than Army customers. These findings seem to be the result of two factors: foremost, an improvement in Army scores and stability or increases in Air Force scores.

A comparison of ratings by Air Force command revealed significant differences in ten service areas. The results of these analyses for FY05 and FY06 represent a departure from previous years when ratings by command were more homogeneous. This seems to indicate that for the last two years the gaps between satisfied and dissatisfied Air Force Commands has increased somewhat. A very clear pattern emerged but one that is somewhat different from last year. In almost every case ACC and AETC were the most satisfied. Conversely PACAF and AMC were the least satisfied. Last year AETC and ACC were most satisfied and PACAF and 'Other' were least satisfied. The FY06 ratings continue a long trend of positive ratings from AETC and ACC. AMC has historically been approximately in the middle of the Air Force commands. The fact that AMC is among the least satisfied this year may be explained by the following. Although ratings for all commands have increased this year, those for AMC did not increase commensurate with the other commands. Note that PACAF has consistently been the least satisfied command. In previous years the 'Other' commands were least satisfied but their ratings have improved significantly in FY06.

Comparisons were performed to detect differences among primary work categories. The work categories include Construction, Environmental, and 'Other' where 'Other' includes Real Estate, O&M and 'Other'³. As in all previous years Environmental

³ Customers that checked the 'Other' area of services wrote a combination of services such as 'Design and construction' or a specialized service.

customers were consistently the most satisfied group for nearly every indicator examined.

However, as was the case in FY05, there were far fewer significant differences than in earlier years (FY95-04). This is evidence of a possible movement toward greater homogeneity in ratings by work category.

The analysis of trends in ratings summarizes up to 2,004 Air Force customer responses the past ten-years. An unusual pattern has existed among many satisfaction indicators for Air Force customers until this year. Air Force customer ratings for most items had displayed a three-year cyclic pattern where ratings rose over the course of three years then drop significantly and begin to rise again. This pattern had occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods. It was expected that ratings would again fall in FY06. This did not occur as the increase in ratings that began in FY03 continued through FY06 for almost all services. In fact, in FY06 Air Force customer satisfaction is at its highest level since 1997. The only service areas that are relatively unchanged from last FY are 'Timely Construction', and 'Construction Turnover', 'Maintainability of Construction' and 'On-Site Project Management'. Furthermore, there were significant increases in ratings over FY03-06 in 'Timeliness', 'Choice for Future Work', 'Investigations/Inspections (Non-Envir)' and 'Real Estate Services'.

Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. However, Air Force customer ratings of Real Estate services have steadily improved over the past four years. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown modest improvement since FY98 although mean ratings on this service have stabilized at approximately 4.0 since FY02.

Overall Air Force customers are well satisfied with Corps services and ratings for nearly every area of service are at the highest level in ten years. The Corps' best performance is displayed among relationship measures. The service area that needs the most improvement is timeliness in delivering services particularly construction services. Additionally, Corps staff may have successfully addressed the inconsistent delivery of services over time (cyclic trends) and have made great strides in improving disparate ratings among customer subgroups (AF commands & primary work category).

§1. INTRODUCTION

§1.1 BACKGROUND

On 21 November 1994, LTG Williams issued a memorandum to all District and Division components directing them to perform a customer satisfaction survey of all their military and civil works customers as part of the USACE Customer Service Initiative. This initiative supports the Corps' goal of close customer/partner coordination and is in accordance with Executive Order 12826 (FY93) which required all federal agencies to develop a customer service plan and service standards. Executive Order 12826 also required agencies to survey their customers annually for three years to verify the extent to which these standards are being met. HQUSACE decided to continue the customer survey process beyond the requisite 3-year period for Military Program customers.

HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the administration, statistical analysis and reporting of results of the survey. An e-mail memorandum from the Chief on the Military Programs Directorate to all Major Subordinate Commands, dated 8 September 2006, contained instructions for administration of the FY06 Military Programs Customer Survey. Corps Districts were to complete administration of their customer survey by 31 October 2006. All districts were again instructed to include IIS (International and Interagency Support) customers in this year's survey. Each District was required to develop a plan to identify the organizations and individuals to be surveyed and a procedure to inform customers of the purpose and process of the survey. Each district is responsible for integrating the survey process into ongoing management activities involving its customers. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

§1.2. SURVEY METHODOLOGY

As last year, the survey instrument was posted on the Corps of Engineers Headquarters Military Programs Directorate Homepage. Each military and IIS customer was sent an e-mail memo containing a URL link to the survey and was given instructions on completing the survey.

The standardized military customer survey instrument consists of two sections. The first section contains customer demographic information (name, customer organization, DoD Command, and primary category of services received). Section two contains 34 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). Next to each item is a blank 'explanation' field to give customer an opportunity to explain their ratings. Questions 1-12 are of a general nature such as quality and cost of services and several measures of relationship dynamics. Items 12-34 assess

specific services such as engineering design, AE contract services, real estate, environmental, and construction services. The final portion of the survey solicits general customer comments. A copy of the survey instrument is found in Appendix A or may be viewed by CTRL clicking the following link: <https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .

§2. RESULTS OF FY06 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

A total of 777 customers participated in the FY06 survey. The Corps-wide response rate was 56.9 percent for an estimated sampling error of +/- 2.3 percent. Response rates varied greatly among districts, ranging from a low of 0% for Jacksonville District to as high as 100 percent for Philadelphia District. The districts serving the largest populations of Military Program customers saw response rates in the 55-70 percent range. All data summary tables in this report show the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Since customers can elect to skip survey items or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS⁴ customers. The 'Other DoD' category includes US Navy, US Marine Corps, DLA, Joint/Combat Commands, DODEA, DECA, USMILGP's, etc. IIS customers include organizations such as EPA, DHS, FBI, DOE, BOP, etc.

Army customers comprise the largest proportion of the FY06 sample at 47 percent followed by Air Force (28%), 'Other DoD' (15%) and IIS (10%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC, PACAF and 'AF-Other'. The greatest number of Air Force customers fall under ACC (58 customers) and AETC (38 customers). The commands specified by the 48 customers who selected 'AF-Other' or 'Joint/Combat Command' included AFRC, AFSPC, AFSOC and others. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast (52 customers), followed by IMA Northeast (40), and IMA-Europe (30). The vast majority of FY06 Army customers fell into the 'Army-Other' category. The commands specified by the 126 customers who selected 'Army-Other' consisted of USACE MEDCOM, HQDA, AEC, ARCENT and many others. There were a total of 12 Marine Corps customers and 24 Navy customers. Joint/Combat Command customers included those from CENTCOM, SOUTHCOM, EUCOM, and JTF Bravo. Customers who selected 'Other DoD' specified organizations such as DLA, DODEA, DeCA, DISA, NDU and others. A listing of all FY06 Air Force customer organizations is provided in Appendix B, Table B-1.

⁴ Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services

Table 1: Customer Groups FY06

<u>Customer Group</u>	<u>#</u>	<u>%</u>
Air Force	217	27.9
Army	368	47.4
Other DoD	118	15.2
IIS	74	9.5
Total	777	100.0

USACE Customer Groups FY06

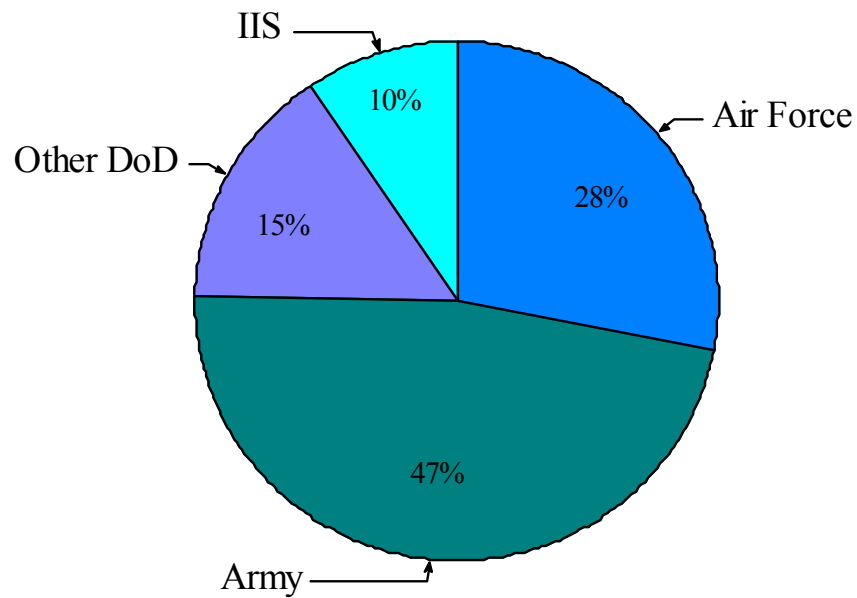


Figure 1: USACE Major Customer Groups

Air Force Commands FY06

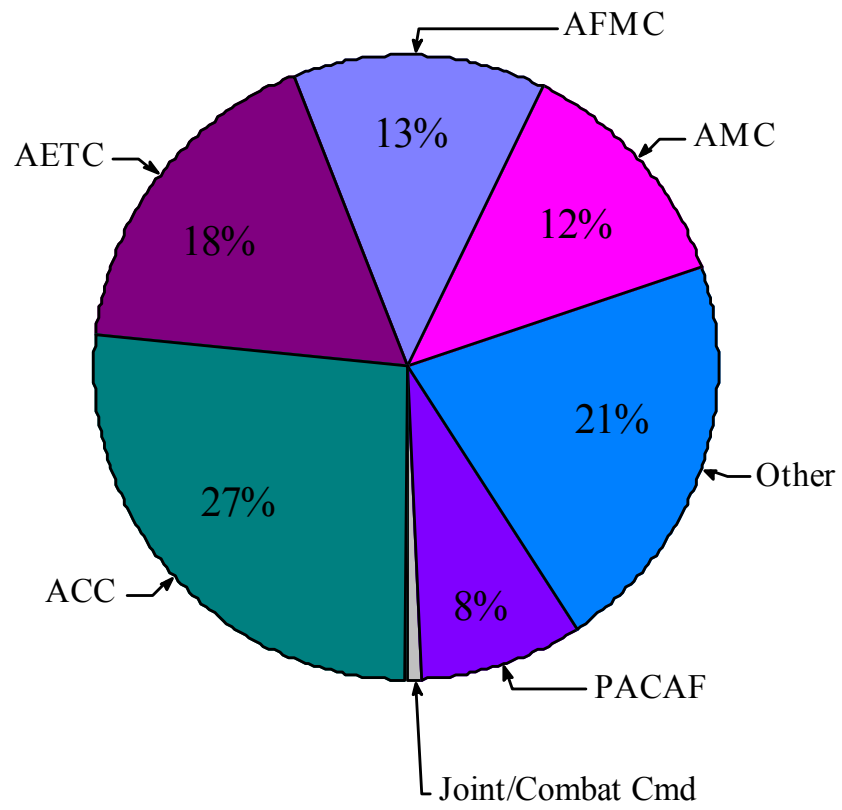


Figure 2: Air Force Commands

Table 2: Air Force Commands FY06

<u>Air Force Commands</u>	<u>#</u>	<u>%</u>
Air Force - ACC	58	26.7
Air Force - AETC	38	17.5
Air Force - AFMC	28	12.9
Air Force - AMC	27	12.4
Air Force - Other	46	21.2
Air Force - PACAF	18	8.3
DoD Joint/Combat Cmd	2	0.9
Total	217	100.0

<u>Air Force 'Other' Commands</u>	<u>#</u>	<u>%</u>
AFCEE	2	0.0
AFRC	12	0.3
AFSOC	6	0.1
AFSPC	13	0.3
ANG	3	0.1
CENTAF	3	0.1
CENTCOM	2	0.0
HQAF	3	0.1
USAF A	1	0.0
USAFE	3	0.1
Total	48	100.0

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (63%) of Air Force customers rated Construction services; 18 percent rated Environmental, eight percent Real Estate services, three percent O&M and eight percent rated 'Other' areas of service. Customers that checked the 'Other' area of services wrote services such as 'design', or a specialized service. The complete list of 'Other' work categories is found in Appendix B, Table B-2.

Table 3: Primary Work Category FY06

<u>Work Category</u>	<u>#</u>	<u>%</u>
Construction	138	63.6
Environmental	39	18.0
O&M	6	2.8
Real Estate	17	7.8
Other	17	7.8
Total	217	100.0

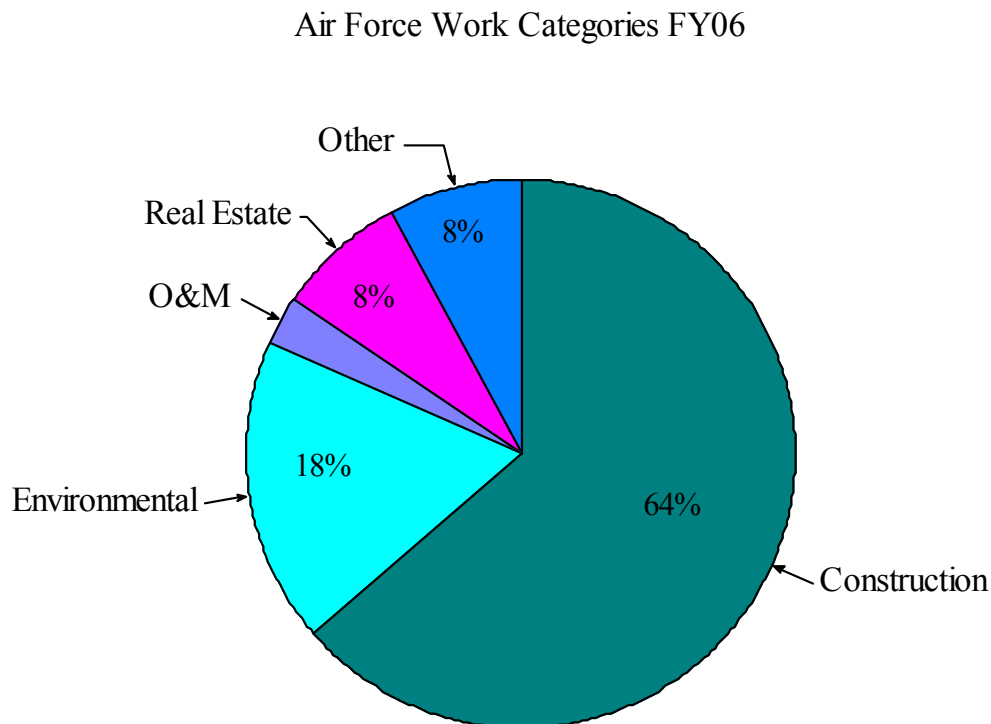


Figure 3: Primary Category of Work

The survey included 20 Districts and TransAtlantic Center. In addition a very small number of customers from non-Military Districts were included in the FY06 survey. These districts work within eight Corps Divisions. Gulf Region Division was included this year for the first time. The greatest proportion of responses was received from customers served by Northwest Division (27%) and South Atlantic Division (24%). Omaha and Mobile Districts had the greatest number of valid responses (37 and 30 customers respectively).

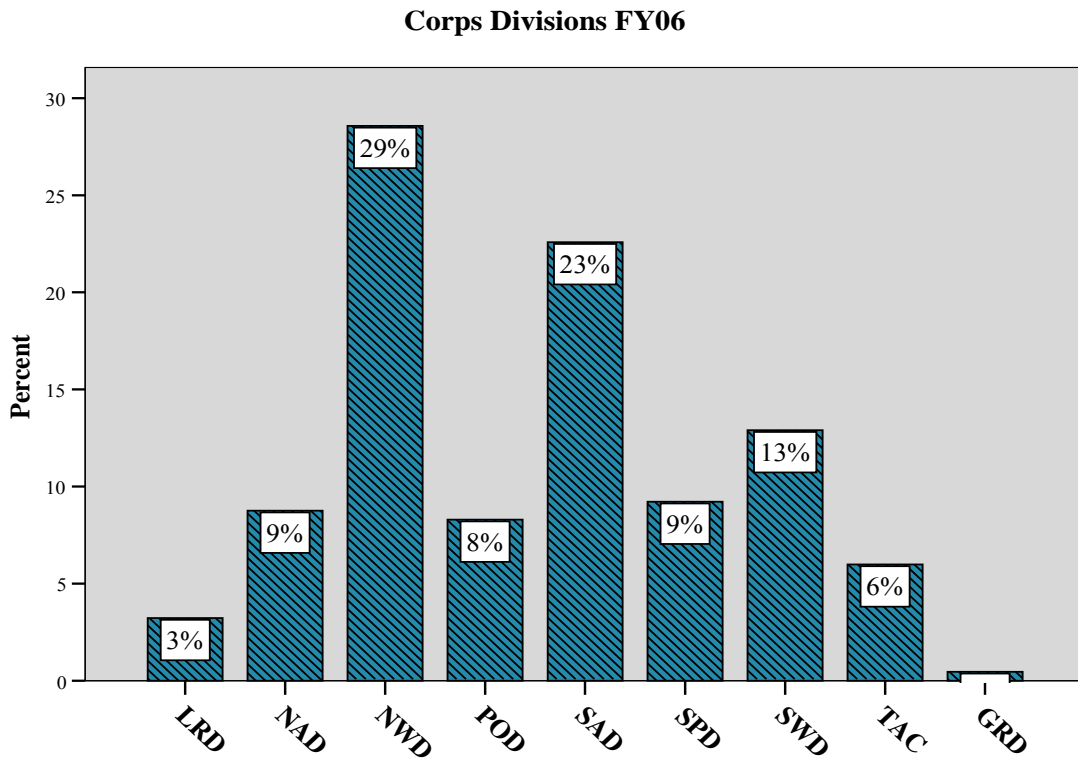


Figure 4: Air Force Customers by Corps Division

Table 4: Corps Divisions FY06

<u>Division</u>	<u>#</u>	<u>%</u>
GRD	1	0.5
LRD	7	3.2
NAD	19	8.8
NWD	62	28.6
POD	18	8.3
SAD	49	22.6
SPD	20	9.2
SWD	28	12.9
TAC	13	6.0
Total	217	100.0

Table 5: Corps Districts FY06

<u>District</u>	<u>#</u>	<u>%</u>
Gulf Region Division (GRD)	1	0.5
Louisville (LRL)	7	3.2
New England (NAE)	1	0.5
New York (NAN)	4	1.8
Norfolk (NAO)	7	3.2
Philadelphia (NAP)	3	1.4
Europe (NAU)	4	1.8
Kansas City (NWK)	2	0.9
Omaha (NWO)	42	19.4
Seattle (NWS)	18	8.3
Alaska (POA)	12	5.5
Far East (POF)	3	1.4
Japan (POJ)	3	1.4
Mobile (SAM)	31	14.3
Savannah (SAS)	18	8.3
Albuquerque (SPA)	14	6.5
Los Angeles (SPL)	6	2.8
Fort Worth (SWF)	12	5.5
Little Rock (SWL)	3	1.4
Tulsa (SWT)	13	6.0
TransAtlantic Prog Ctr (TAC)	13	6.0
Total	217	100.0

§2.2 GENERAL SATISFACTION ITEMS

The General Satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' For purposes of the following discussion, response categories 1 ('Very Low') and 2 ('Low') will be collapsed and referred to as the 'Low' category representing negative responses. Similarly, categories 4 ('High') and 5 ('Very High') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' may be interpreted as mid-range, average or noncommittal. The following table depicts Air Force customer responses to the eleven general satisfaction indicators. The first column beneath each rating category represents the number of valid responses i.e., the number of responses to each the question excluding 'N/A' and non-responses; the second column (%) shows the percentage of valid responses.

The majority of responses (72 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member', 'Displays Flexibility' and 'Seeks Your Requirements' rated positively by at least 88 percent of Air Force customers. The index that received the greatest proportion of negative responses was 'Reasonable Costs' rated 'Low' by seven percent of Air Force customers. No other service area was rated low by more than five percent of customers. The ratings on the General Satisfaction items were the highest received since the survey began in 1995.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 85 percent of Air Force customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of four percent responded USACE would NOT be their choice for future projects and 12% were non-committal. These results show an improvement over last year when eight percent stated they would not choose the Corps for future work.. Regarding customers' overall level of satisfaction 88% responded positively, two percent negatively and 10% fell in the mid-range category. Again, this is a significant improvement over last year when eight percent were overall dissatisfied. The noncommittal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them.

Table 6: General Satisfaction Items FY06

General Items	Low		Mid-range		High	Total		
	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	3	1.4	22	10.2	190	88.4	215	100.0
S2 Manages Effectively	8	3.8	25	11.8	179	84.4	212	100.0
S3 Treats You as a Team Member	2	0.9	18	8.3	196	90.7	216	100.0
S4 Resolves Your Concerns	6	2.8	24	11.1	187	86.2	217	100.0
S5 Timely Service	8	3.7	34	15.7	174	80.6	216	100.0
S6 Quality Product	6	2.8	23	10.7	185	86.4	214	100.0
S7 Reasonable Costs	15	7.1	40	19.0	155	73.8	210	100.0
S8 Displays Flexibility	2	0.9	23	10.6	192	88.5	217	100.0
S9 Keeps You Informed	7	3.3	30	14.0	178	82.8	215	100.0
S10 Your Future Choice	8	3.7	25	11.7	181	84.6	214	100.0
S11 Overall Satisfaction	5	2.3	21	9.8	189	87.9	215	100.0

Green: Highest Rated

Red: Lowest Rated

§2.3 SPECIFIC SERVICES ITEMS

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' Again, for discussion purposes, we will collapse ratings into 'Low', 'Mid-range' and 'High' categories. The percentages represent the proportions of valid responses, i.e., the percentage of responses of all participants who answered the question. The detailed responses to these 23 indicators (before collapsing categories) are displayed in Table C-2 of Appendix C.

A large number of customers left one or more items blank in this section. The average percentage of non-response was 45 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 16 percent on Item 18: 'Project Management Services' to a high of 90 percent on Item 30: 'Privatization Support'. Extremely low response rates were also found for Item 16: 'BRAC' and 'Real Estate Services'.

The proportion of high ratings for the specific services⁵ items ranged from 67 to 90 percent. The top three most highly rated items were 'Planning Services (Charettes, Master...)', 'BRAC' and 'Environmental Compliance'. 'Environmental Compliance' has been among the highest rated in three of the past four years.

The specific services that received the lowest ratings were 'Timely Construction' at 12 percent low ratings and 'On-Site Project Management' and Funds Management at six percent each. As in the last two years 'Timely Construction' was the lowest rated service showing relatively little improvement over last year. However, on the positive side, unlike the years previous to FY04, 'Warranty Support' and 'Real Estate' services were not among the more poorly rated.

⁵Privatization Support was excluded from comparisons due to limited responses.

Table 7: Specific Services Items⁶ FY06

Specific Services	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master...)	2	1.4	13	9.0	130	89.7	145	100.0
S13 Investigation/Inspections	3	3.3	17	18.7	71	78.0	91	100.0
S14 Environmental Studies	1	1.3	8	10.7	66	88.0	75	100.0
S15 Environmental Compliance	2	2.3	8	9.2	77	88.5	87	100.0
S16 BRAC	0	0.0	6	10.7	50	89.3	56	100.0
S17 Real Estate	1	1.7	12	20.3	46	78.0	59	100.0
S18 Project Management	4	2.2	27	14.8	151	83.0	182	100.0
S19 Project Documentation	7	5.5	21	16.5	99	78.0	127	100.0
S20 Funds Management	10	6.2	33	20.4	119	73.5	162	100.0
S21 A/E Contracts	3	2.1	22	15.4	118	82.5	143	100.0
S22 Engineering Design	5	3.3	27	17.8	120	78.9	152	100.0
S23 IDIQ Contracts	5	5.6	10	11.2	74	83.1	89	100.0
S24 Construction Quality	3	2.0	19	12.7	128	85.3	150	100.0
S25 Timely Construction	18	12.2	30	20.4	99	67.3	147	100.0
S26 Construction Turnover	4	2.9	24	17.3	111	79.9	139	100.0
S27 Warranty Support	4	3.0	28	20.7	103	76.3	135	100.0
S28 End-user Satisfaction	2	1.4	19	13.0	125	85.6	146	100.0
S29 Maintainability	3	2.1	21	14.9	117	83.0	141	100.0
S30 Privatization Support	0	0.0	2	9.5	19	90.5	21	100.0
S31 IS Checkbook	0	0	0	0	0	0	0	100.0
S32 On-site Project Mgmt	10	6.1	20	12.3	133	81.6	163	100.0
S33 Value of S&R	2	1.3	24	15.3	131	83.4	157	100.0
S34 Value of S&A	1	0.6	22	13.9	135	85.4	158	100.0

Green: Highest Rated

Red: Lowest Rated

⁶ Item S30 not included in item comparison due to low response rate. S31 applies to Army customers only.

§2.4 CUSTOMER COMMENTS

The survey includes a blank ‘explanation field’ beside each survey item. In addition, customers were given the opportunity to provide general comments at the end of the survey. A total of 147 or 68 percent of all Air Force customers submitted comments. Of these, 72 (49%) made overall favorable comments, 33 (22%) made negative comments, 30 (20%) customers’ comments contained mixed information (positive and negative statements), and 12 (8%) respondents’ comments were purely informational in nature, neither positive nor negative.

The most frequently cited positive comments were ‘Compliments to individuals/staff’ (37 customers). The most frequent negative comment concerned ‘Timely Construction’ (17 customers) and ‘Reasonable Cost’ (14 customers). Other areas of services that received a number of negative comments concern ‘Timely Service’ (12), ‘Keeps You Informed’ (12), ‘AE Contract services’ (11 customers) and ‘Funds Management’ (11).

The most frequently cited positive comment (compliments to staff) was the same as the last four years. ‘Timely Construction’ received the greatest number of negative comments last year as well. Fortunately, the number of negative comments on ‘Choice for Future Work’ is half that of last year (24 customers in FY05). A summary of all comments is shown below. Note that the total number of comments exceeds 147 as most customers mentioned several issues. The reader will notice a much greater variety and number of specific negative comments. This is because survey participants were asked to provide explanations of any ratings they gave below ‘3’.

Last year a large number of customers registered complaints about the lack of staff continuity on their projects. This complaint was registered by very few customers (4) this year. Whether this was the direct result of management intervention or merely circumstantial is unknown. However, the number of complaints regarding project closeout problems has risen. And this year as in years past, several customers complain about the lack of accountability on contractor/COE errors and about problems with roof construction.

Table 8: Summary of Customer Comments FY06

<u>Comments on Service Areas</u>	<u>Pos</u>	<u>Neg</u>	<u>Total</u>
S1 Seeks Your Requirements	11	4	15
S2 Manages Effectively	12	8	20
S3 Treats You as Important Member of Team	12	6	18
S4 Resolves Your Concerns	9	6	15
S5 Timely Service	4	12	16
S6 Quality Product	9	5	14
S7 Reasonable Cost	7	14	21
S8 Flexible in Responding to You	12	5	17
S9 Keeps You Informed	12	12	24
S10 Your Choice for Future Work	13	10	23
S11 Overall Satisfaction	20	7	27
S12 Planning (Charettes, Master...)	3	4	7
S13 Investigations & Inspections (Non-Envir)	2	4	6
S14 Environmental Studies	1	1	2
S15 Environmental Compliance	1	3	4
S16 BRAC	1	0	1
S17 Real Estate	5	2	7
S18 Project Mgmt	9	7	16
S19 Project Documents (1391s, 1354s...)	5	7	12
S20 Funds Mgmt	4	11	15
S21 AE Contract Services	5	11	16
S22 Engineering Design Quality	5	7	12
S23 IDIQ Contracts	3	2	5
S24 Construction Quality	5	2	7
S25 Timely Completion of Construction	8	17	25
S26 Construction Turnover	5	3	8
S27 Contract Warranty Support	2	8	10
S28 End-user Satisfaction	6	5	11
S29 Maintainability of Construction	4	3	7
S30 Privatization Support	0	0	0
S31 IS Checkbook Services	0	0	0
S32 On Site Project Mgmt	15	9	24
S33. Value of S & R	1	1	2
S34. Value of S & A	3	3	6

<u>Additional Comments</u>	<u>Pos</u>	<u>Neg</u>	<u>Total</u>
Comments re: Staff/Individuals	37	0	37
QA/QC	4	2	6
Staff Continuity	1	4	5
Impacts due to COE Policy/Org	0	2	2
Staff Overloaded/ Project Understaffed	0	2	2
Mod's (Costs/Timeliness)	1	2	3
Improvement in Service	5	3	8
Customer Focus	11	3	14
Contracting	1	1	2
Project Closeout	3	7	10
Control/Oversight of AE	1	3	4
COE Accountability	1	6	7
Meeting Customer Requirements	8	2	10
Meet Budget	3	0	3
Cost Estimating	0	6	6
OH Charges	1	0	1
O&M Services	1	6	7
SBA/8A Contract Services	0	1	1
Prefer Other Provider (NAVFAC, etc)	1	3	4
Charettes	0	3	3
Impacts due to DA Transformation	1	1	2
Cost Detail	0	1	1
Legal Services	1	1	2
Roof Construction	0	6	6
Fuels Expertise	3	0	3
Frequency of Site Visits	0	1	1
Environmental Services	5	3	8

§3.0 Comparison of Ratings by Customer Subgroups

Several analyses were conducted to zero in on specific customer subgroups that might be either more or less satisfied than others so that management efforts may directly target the source of good or poor performance. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army), by Air Force Command and ratings by primary work category (Construction vs. Environmental vs. Other).

§3.1 Air Force vs. Army Customer Satisfaction

Statistical and graphic comparisons were performed to detect any differences in item ratings for all satisfaction indicators and to determine whether any of these differences are statistically significant. The comparisons revealed Air Force customer ratings are approximately the same as Army on all but two satisfaction indicators. Air Force customers were statistically significantly more satisfied in 'Reasonable Cost' and 'Environmental Compliance'. These results are similar to last year and represent a significant departure from previous years in that subgroup ratings have become very homogeneous. In previous years Air Force customers were consistently more satisfied than Army customers. These findings seem to be the result of two factors: foremost, an improvement in Army scores and stability or increases in Air Force scores. There were six service areas in which statistically significant differences were found in FY04; most were construction services. The following gap analyses compare the ratings for the two customer groups for each item. The graphs clearly display the similarity in customer ratings. Actual mean Air Force and Army scores and number of valid responses are shown in Appendix C, Table C-3.

Table 9: Significant Differences in Ratings Air Force vs. Army

<u>Item</u>	<u>Statistically Significant Differences⁷</u>
S7 Reasonable Cost	Air Force > Army
S15 Environmental Compliance	Air Force > Army

⁷ Results were statistically significant at $\alpha = .05$.

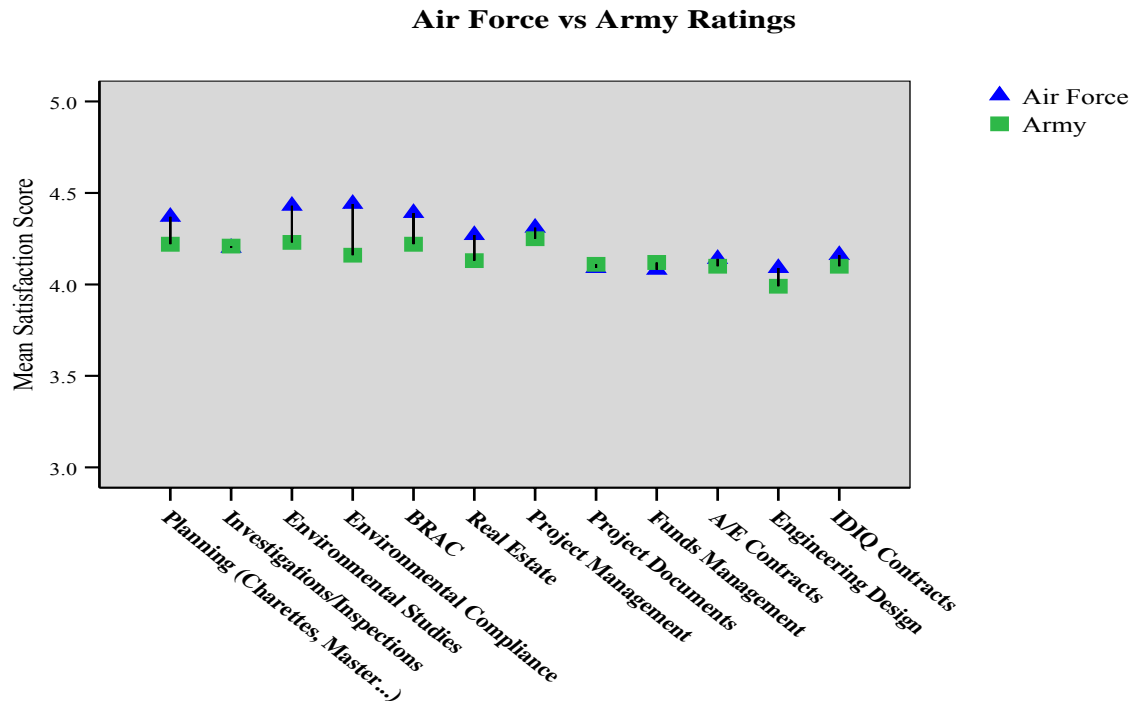
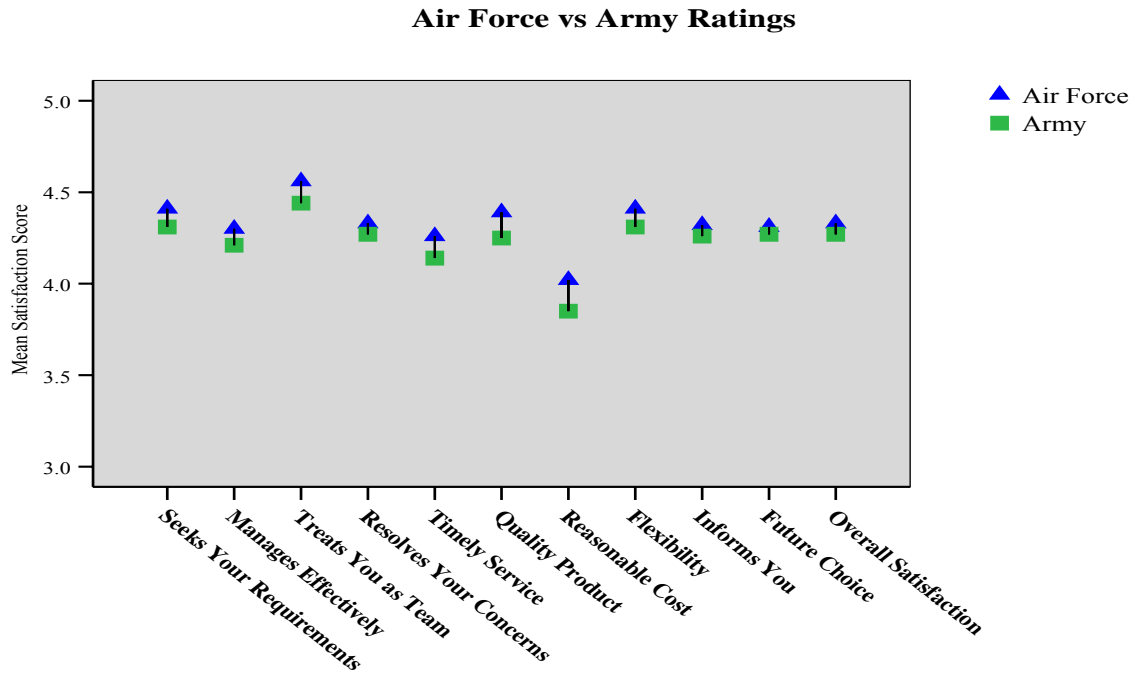
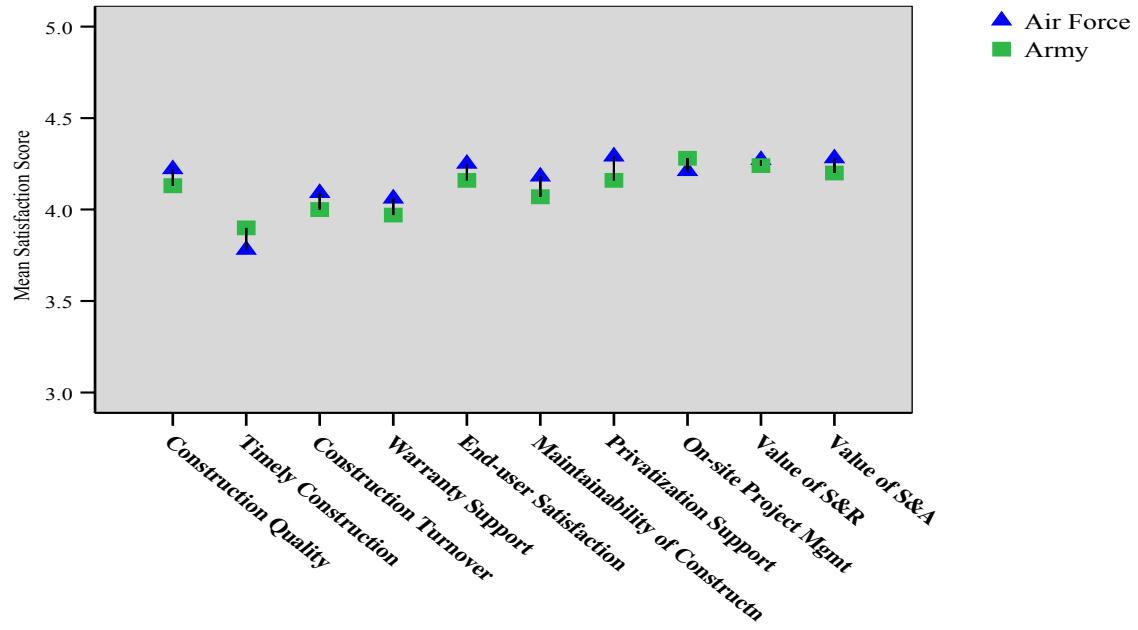


Figure 5: Air Force vs. Army Ratings

Air Force vs Army Ratings



3.2 Ratings by Air Force Command

Statistical comparisons were performed to detect any significant differences in ratings among the commands. The greatest number of Air Force customers fall under ACC (58 customers) and AETC (38 customers). The commands specified by the 48 customers who selected 'AF-Other' or 'Joint/Combat Command' included AFSPC (13 customers) AFRC (12), USAFE, ANG, AFSOC and others (See Table 2 page 9). There were statistically significant differences in 10 areas. Last year there were differences in 12 areas. The results of these analyses for FY05 and FY06 represent a departure from previous years when ratings by command were more homogeneous. This seems to indicate that for the last two years the gaps between satisfied and dissatisfied Air Force Commands has increased somewhat.

A very clear pattern emerged but one that is somewhat different from last year. In almost every case ACC and AETC were the most satisfied. Conversely PACAF and AMC were the least satisfied. It is notable that this year, there were significant differences among relationship indicators. These differences were seen in nearly all service areas. And even though most weren't large enough to be statistically significant they may be of practical significance in illustrating a need for attention. Last year AETC and ACC were most satisfied and PACAF and 'Other' were least satisfied. The FY06 ratings continue a long trend of positive ratings from AETC and ACC. AMC has historically been approximately in the middle of the Air Force commands. The fact that AMC is among the least satisfied this year may be explained by the following. Although ratings for all commands have increased this year, those for AMC did not increase commensurate with the other commands. Note that PACAF has consistently been the least satisfied command. In previous years the 'Other' commands were least satisfied but their ratings have improved significantly in FY06.

Table 10: Significant Differences in Ratings by Air Force Command⁸

<u>Item</u>	<u>Statistically Significant Differences</u>
S4 Resolves Your Concerns	ACC, AETC, AFMC, Other > AMC ACC > PACAF
S7 Reasonable Cost	ACC, AETC, AFMC > AMC ACC, AETC, AFMC, Other > PACAF
S8 Displays Flexibility	ACC, AETC, AFMC, Other > AMC
S10 Your Choice for Future Work	ACC, AETC > AMC ACC, AETC, AFMC, Other > PACAF
S17 Real Estate	ACC, AFMC, Other > AMC
S19 Project Documents (1391s, 1354s...)	ACC > AETC, AMC ACC, Other > PACAF
S21 AE Contract Services	ACC > AETC, AMC, Other ACC, AFMC > PACAF
S22 Engineering Design Quality	ACC > AETC, AMC, PACAF, Other
S23 IDIQ Contracts	ACC, AMC > PACAF, Other ACC > AETC
S33 Value of S & R	ACC, AETC, AFMC, Other > PACAF ACC > AMC

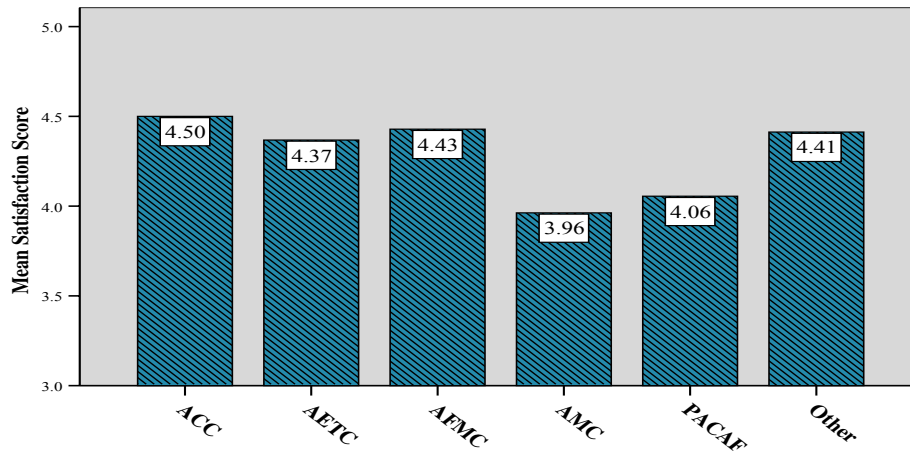
⁸ Other includes AFSPC, AFRC, AFSOC, ANG, CENTAF, USAFE & HQAF.

General Services

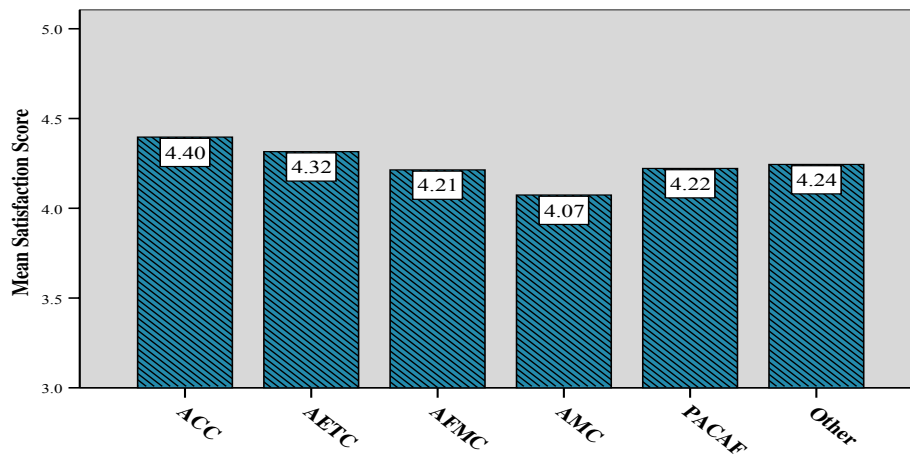


Figure 6: Ratings by Air Force Command

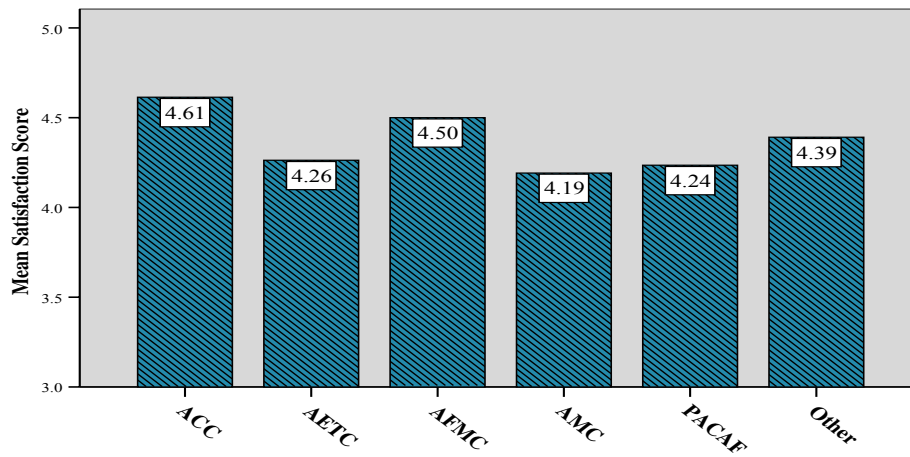
S4: Resolves Your Concerns



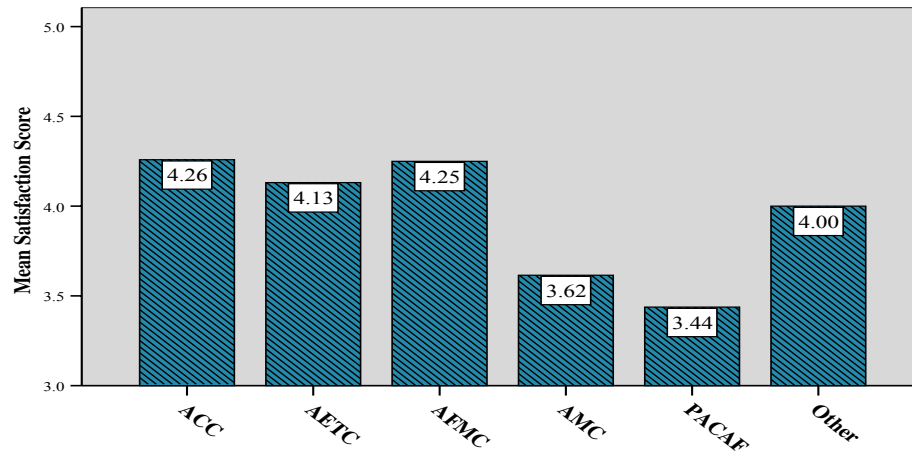
S5: Provides Timely Services



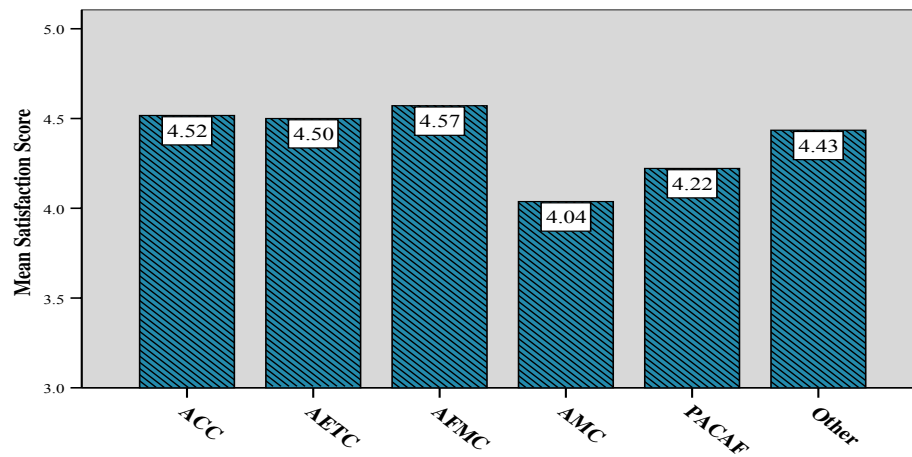
S6: Delivers Quality Products



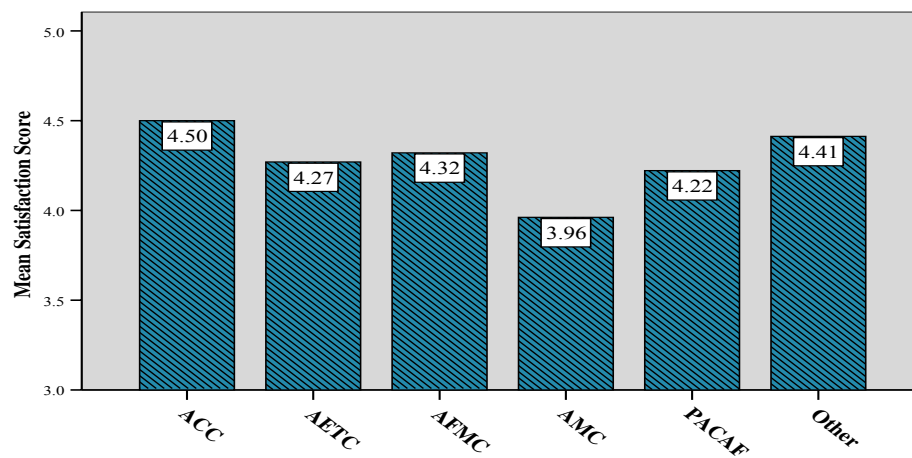
S7: Products at Reasonable Cost



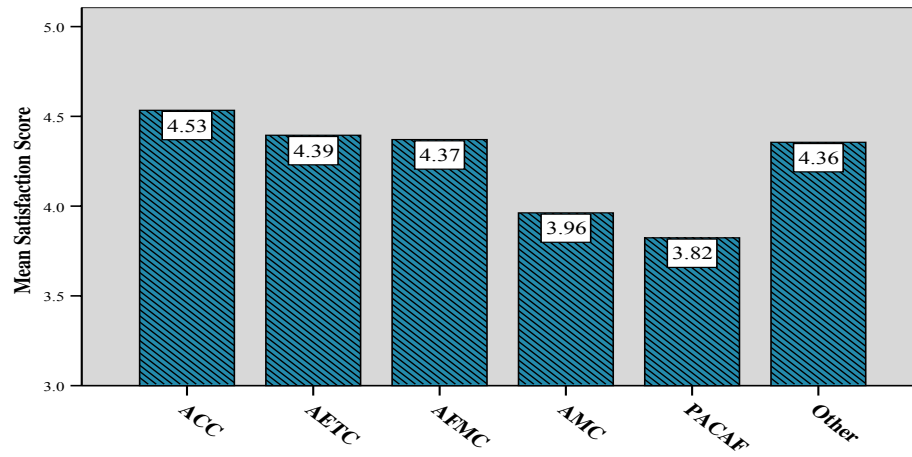
S8: Flexible to Your Needs



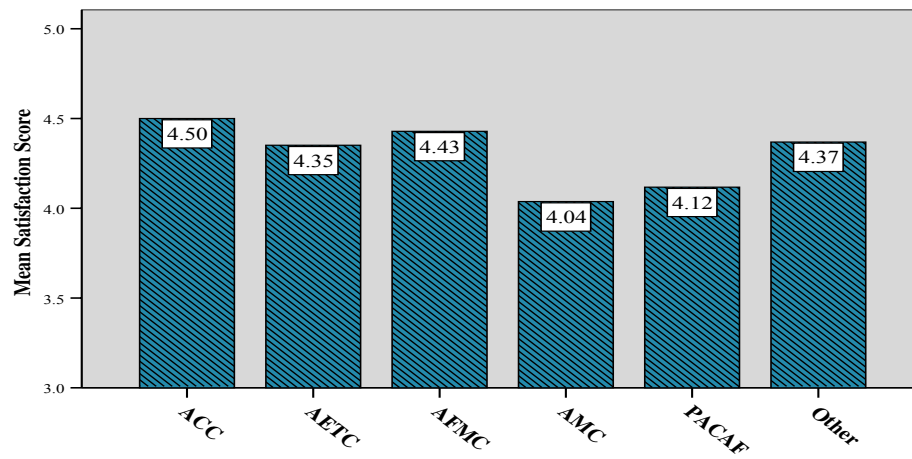
S9: Keeps You Informed



S10: Your Choice in the Future

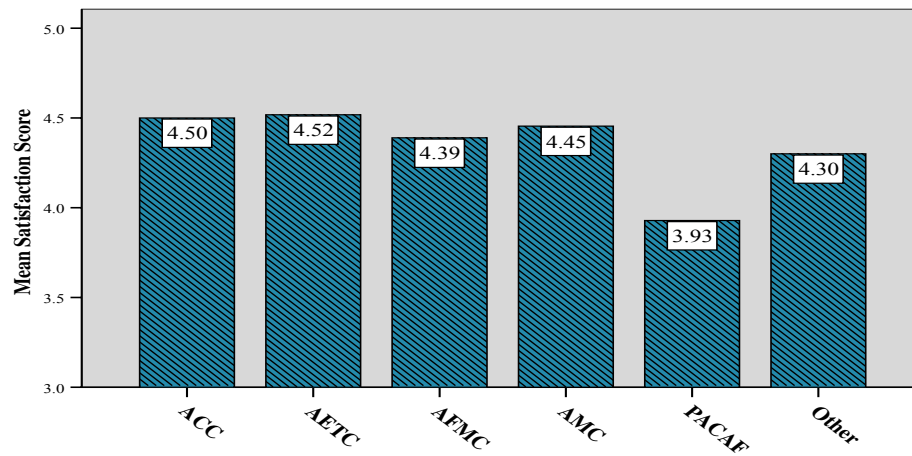


S11: Overall Satisfaction

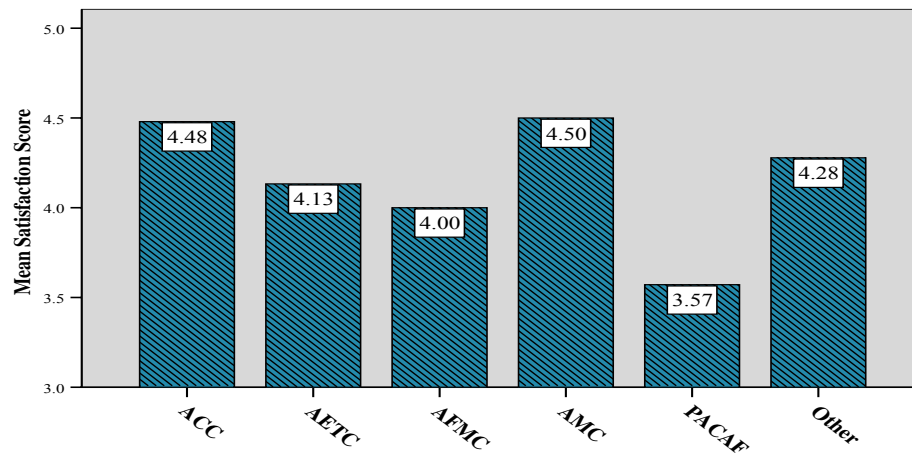


Specific Services

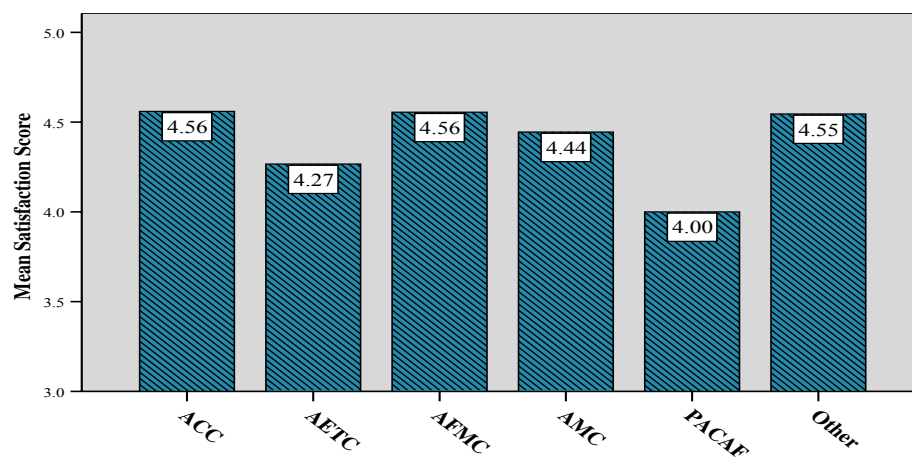
S12: Planning Services (Charettes, Master...)



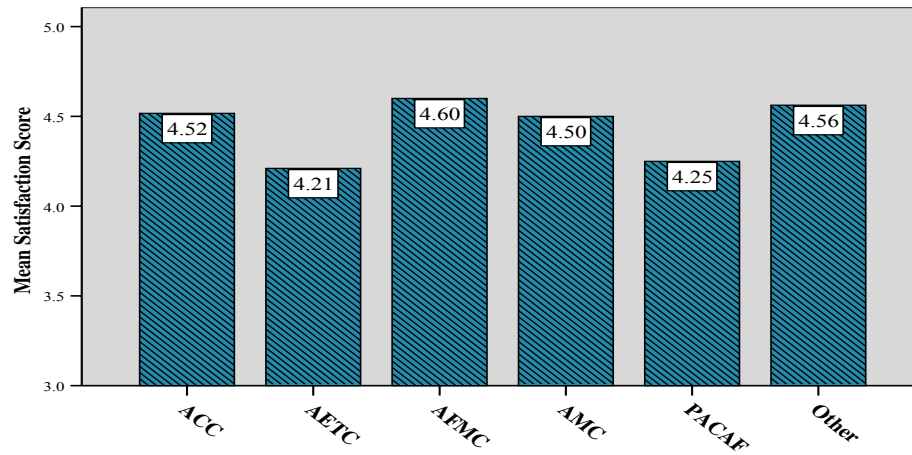
S13: Investigations/Inspections (Non-Environ)



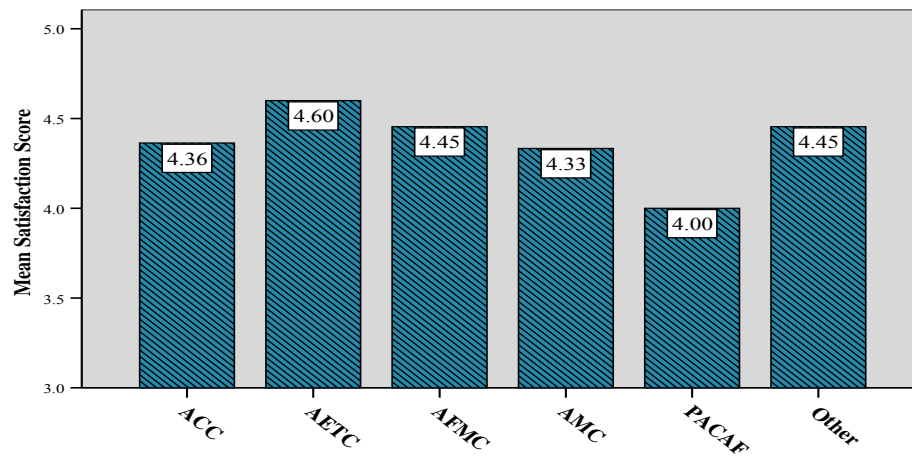
S14: Environmental Studies



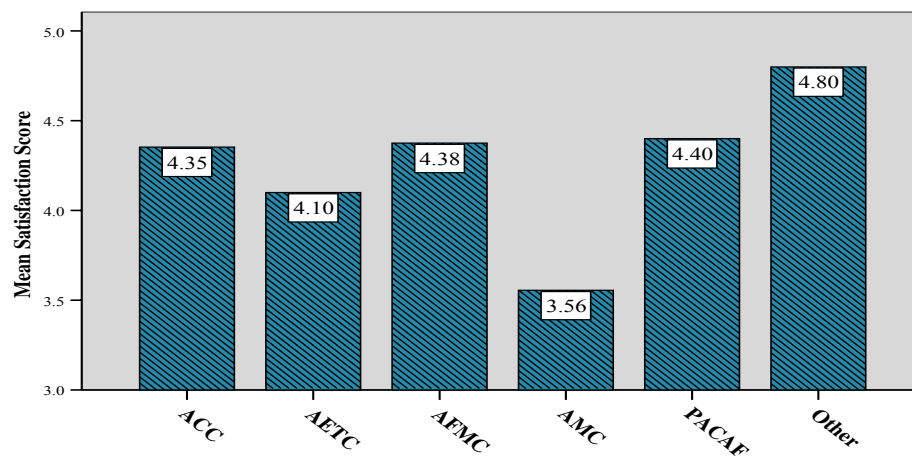
S15: Environmental Compliance



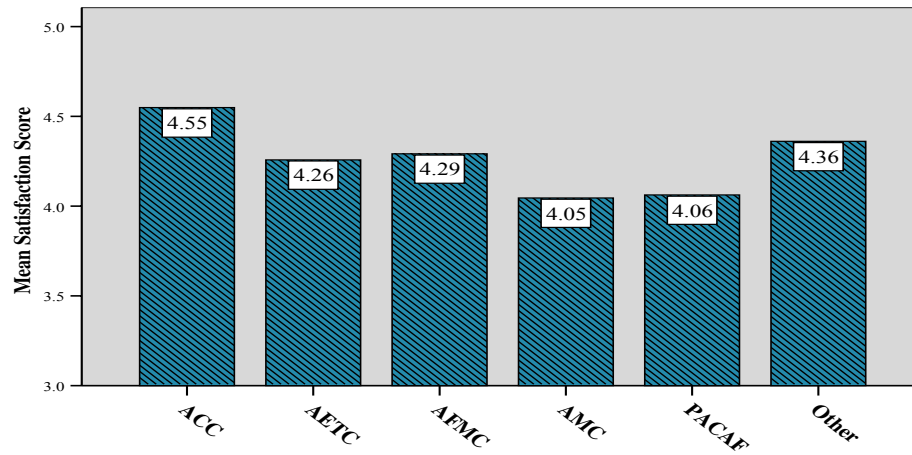
S16: BRAC



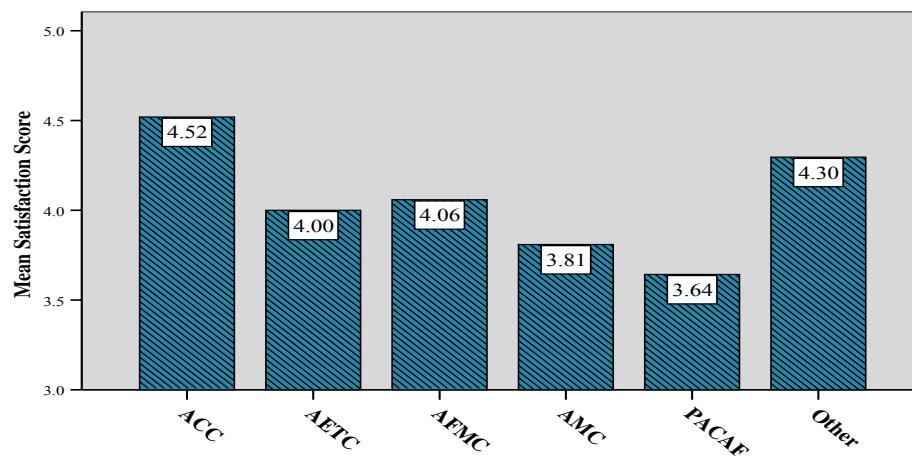
S17: Real Estate Services



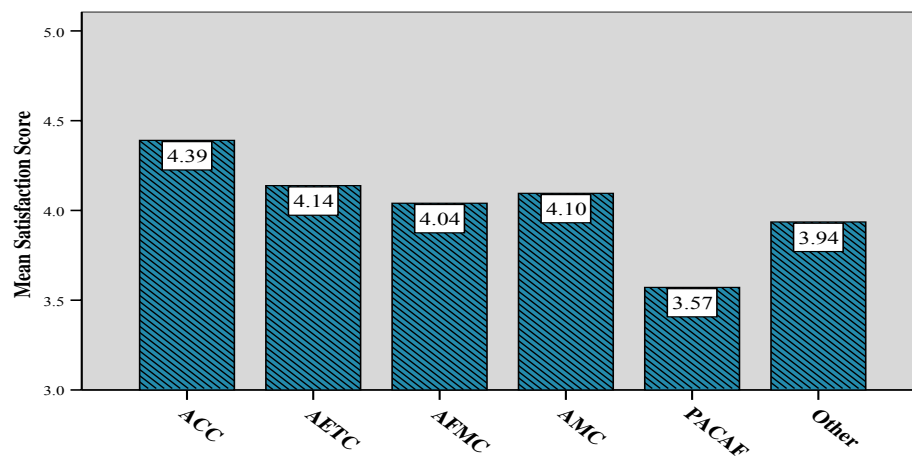
S18: Project Management



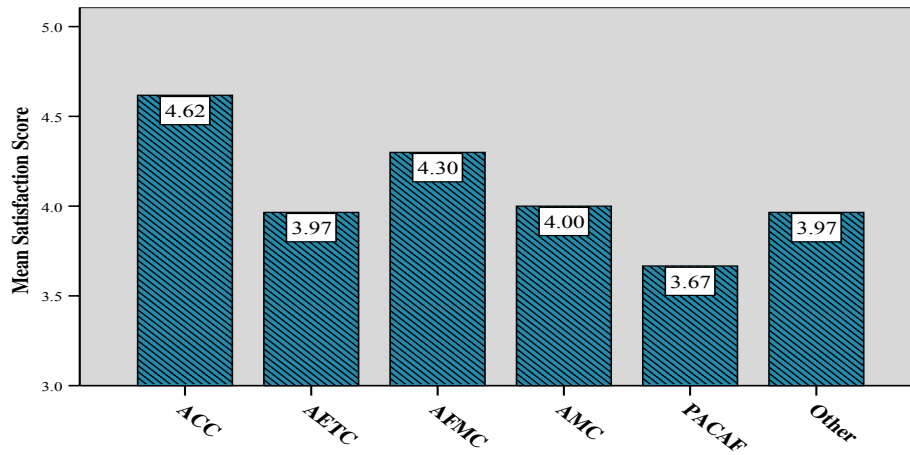
S19: Project Documents (1354's, 1391's...)



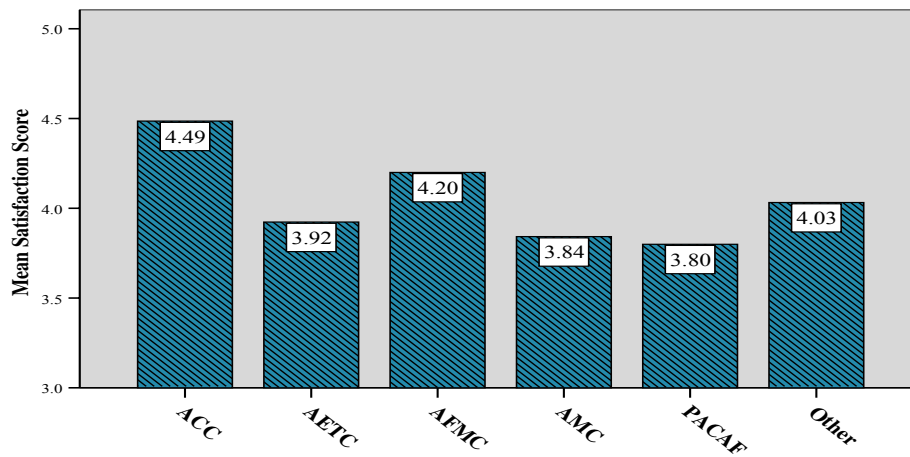
S20: Funds Management



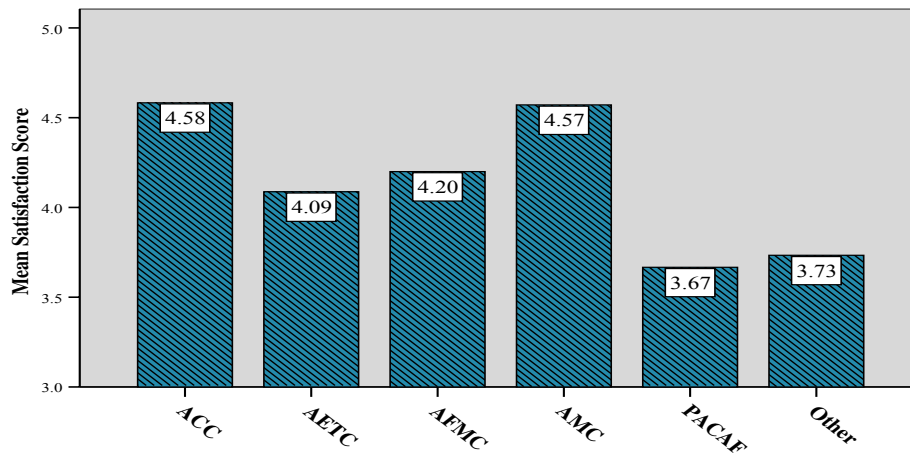
S21: A/E Contract Services



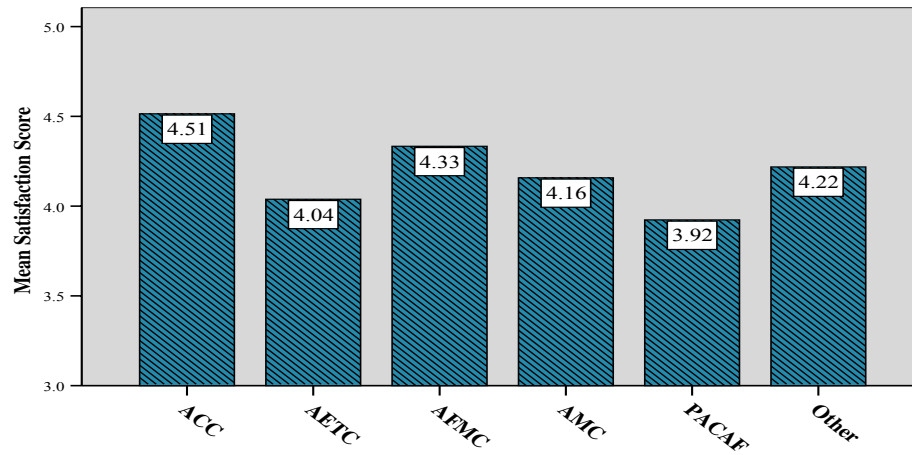
S22: Engineering Design Quality



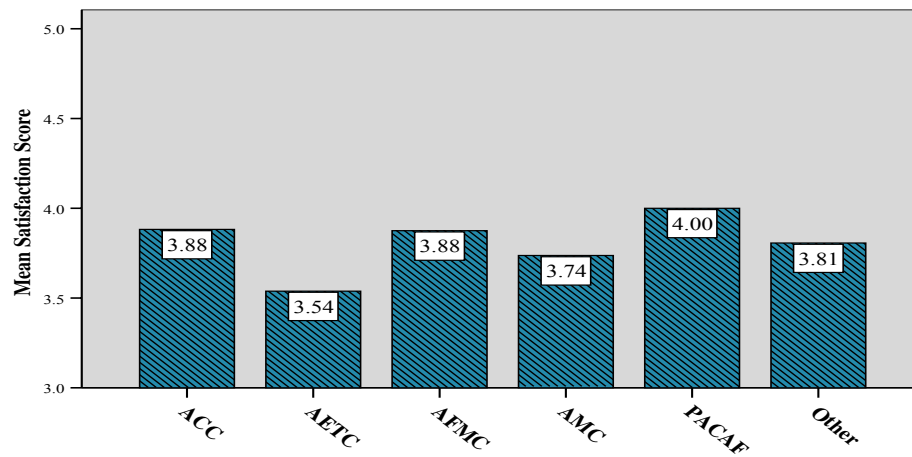
S23: IDIQ Contracts



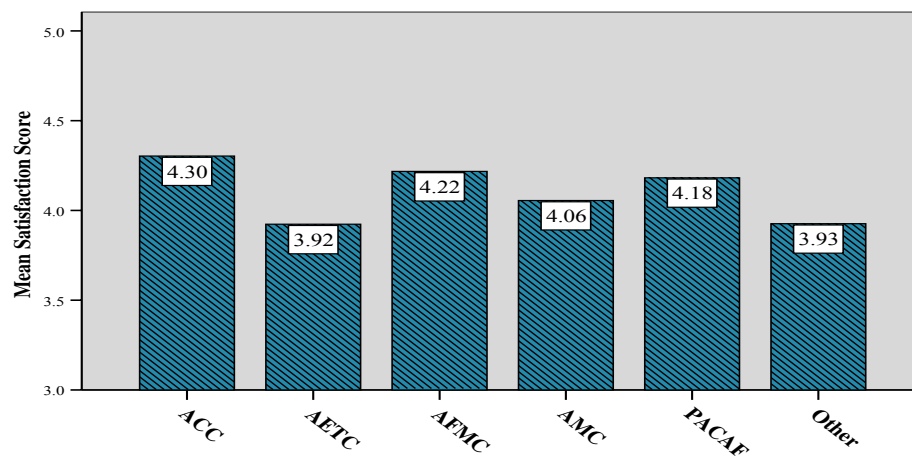
S24: Construction Quality



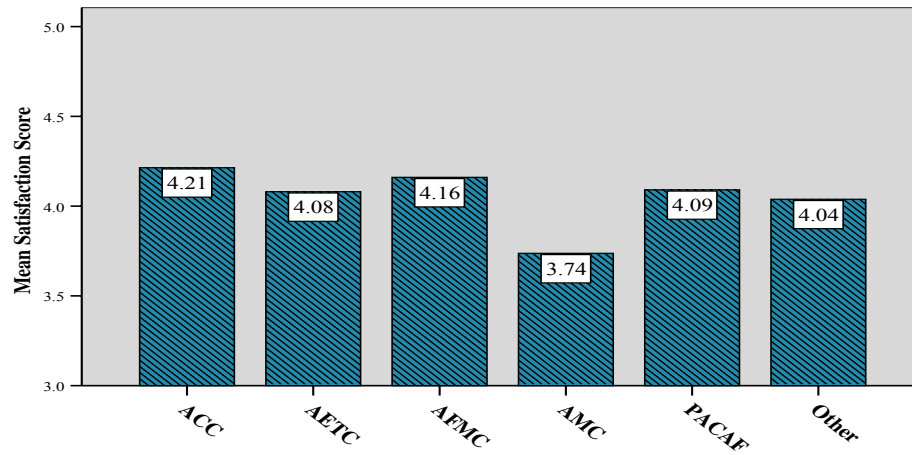
S25: Timely Construction



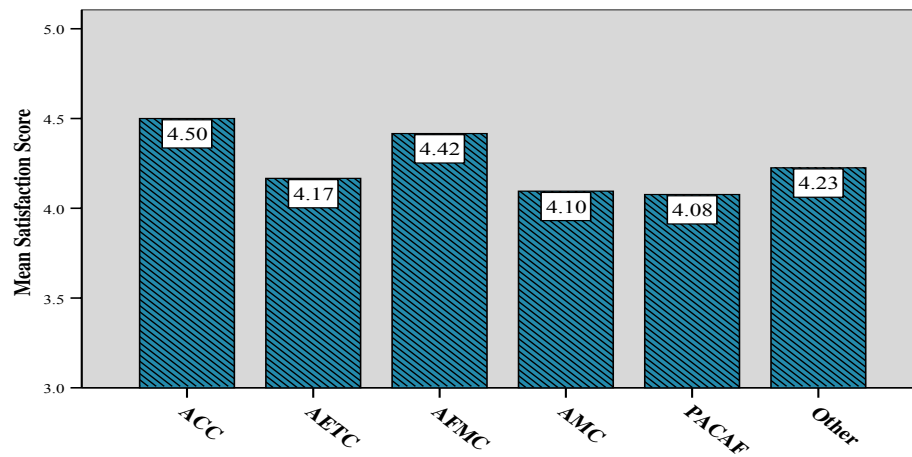
S26: Construction Turnover



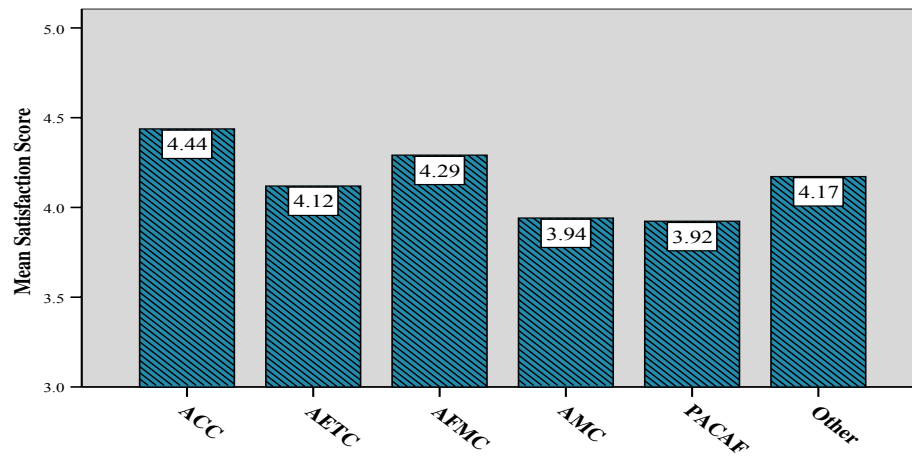
S27: Contract Warranty Support



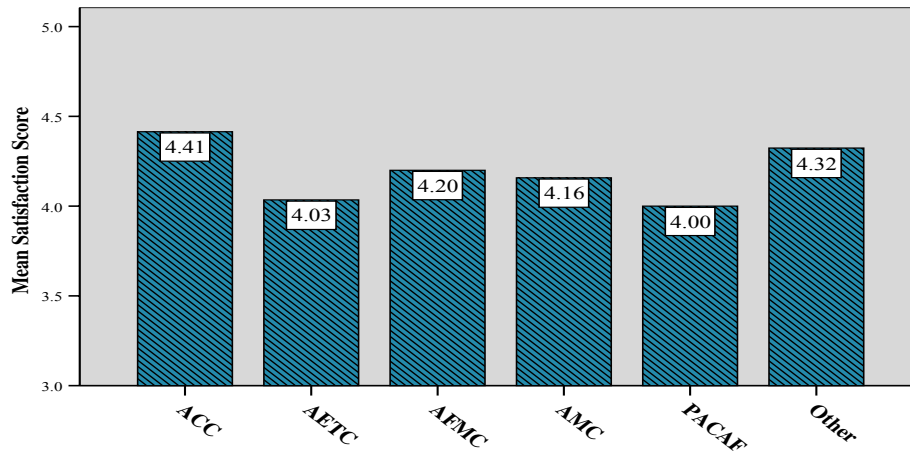
S28: End-User Satisfaction



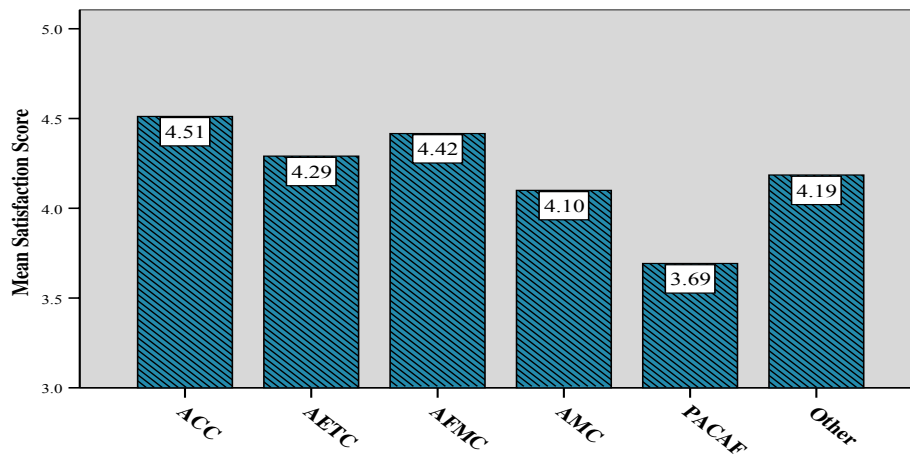
S29: Construction Maintainability



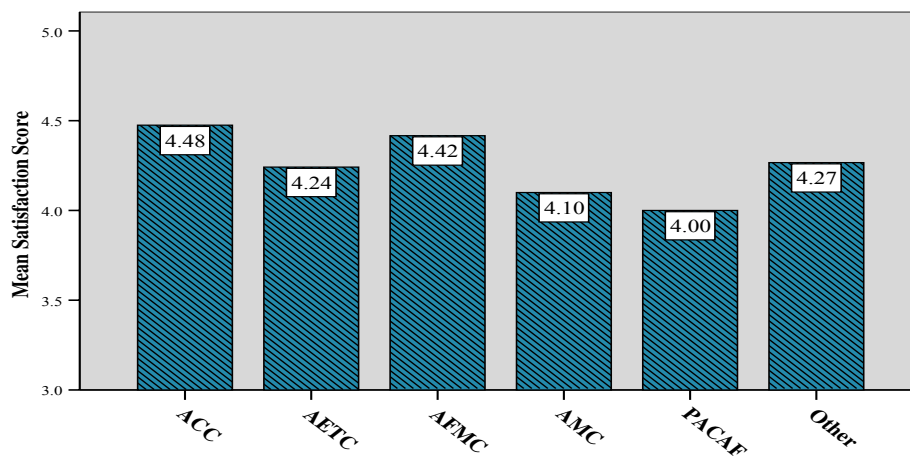
S32: On-site Project Mgmt



S33: Value of S & R



S34: Value of S & A



3.3 Ratings by Primary Work Category

Statistical comparisons were performed to detect any differences among primary work categories for selected satisfaction indicators. The work categories include Construction, Environmental, and 'Other' where in this analysis 'Other' includes Real Estate, O&M and 'Other'⁹. The satisfaction indicators examined include only the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all areas of work: 'Project Management', 'Funds Management', 'AE Contracts', 'IDIQ Contracts', 'Value of S & R' and 'Value of S & A'.

A very striking pattern emerges in these comparisons and is illustrated in the graphs of mean satisfaction scores by work category. As in all previous years of the survey Environmental customers were consistently the most satisfied group for nearly every indicator. Average ratings by Environmental customers were higher than Construction and 'Other' customers for all indices. Additionally, these differences were large enough to be statistically significant at $\alpha = .05$ in many areas. Recall that Construction customers comprise 63 percent of the customer base, Environmental 14 percent and 'Other' 23 percent. However, as was the case in FY05, there were far fewer significant differences than in earlier years (FY95-04). This is further evidence of a possible movement toward greater homogeneity in ratings by work category. Table C-5 in Appendix C displays mean subgroup scores and sample sizes.

Table 11: Significant Differences in Ratings by Work Category

<u>Item</u>	<u>Statistically Significant Differences</u>
S2 Manages Effectively	Environmental > Construction
S6 Quality Product	Environmental > Construction
S7 Reasonable Cost	Environmental > Construction, Other
S8 Displays Flexibility	Environmental > Construction, Other
S11 Overall Satisfaction	Environmental > Construction
S18 Project Management	Environmental > Other

⁹ Customers that checked the 'Other' area of services wrote a combination of services such as 'Design and construction' or a specialized service.

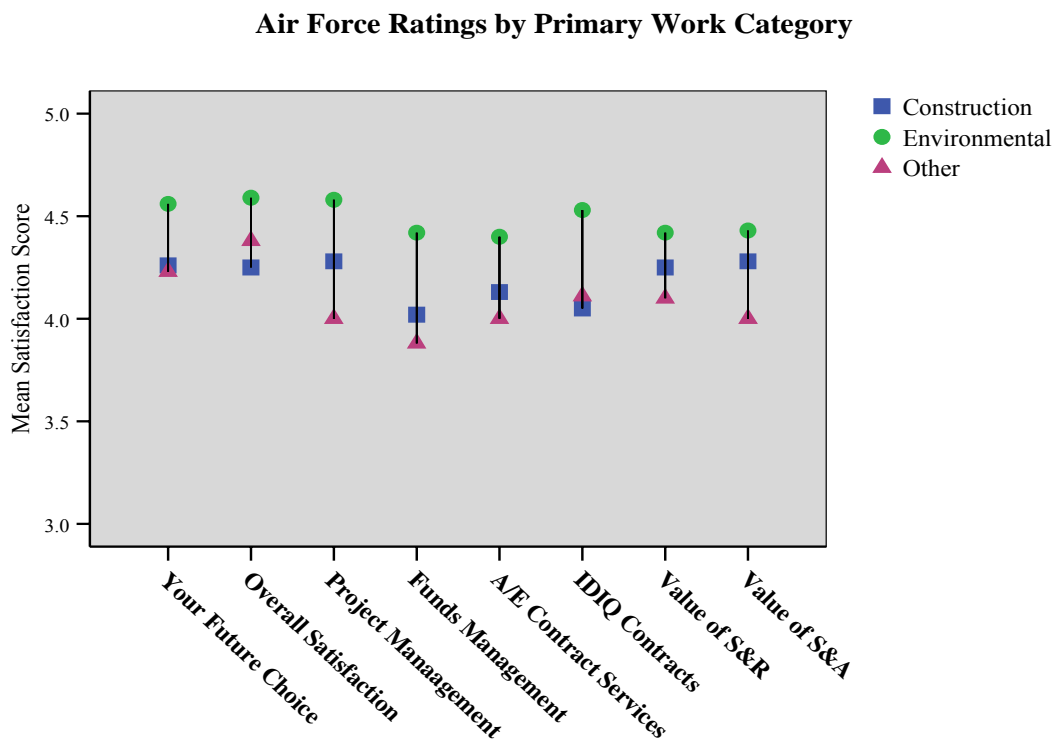
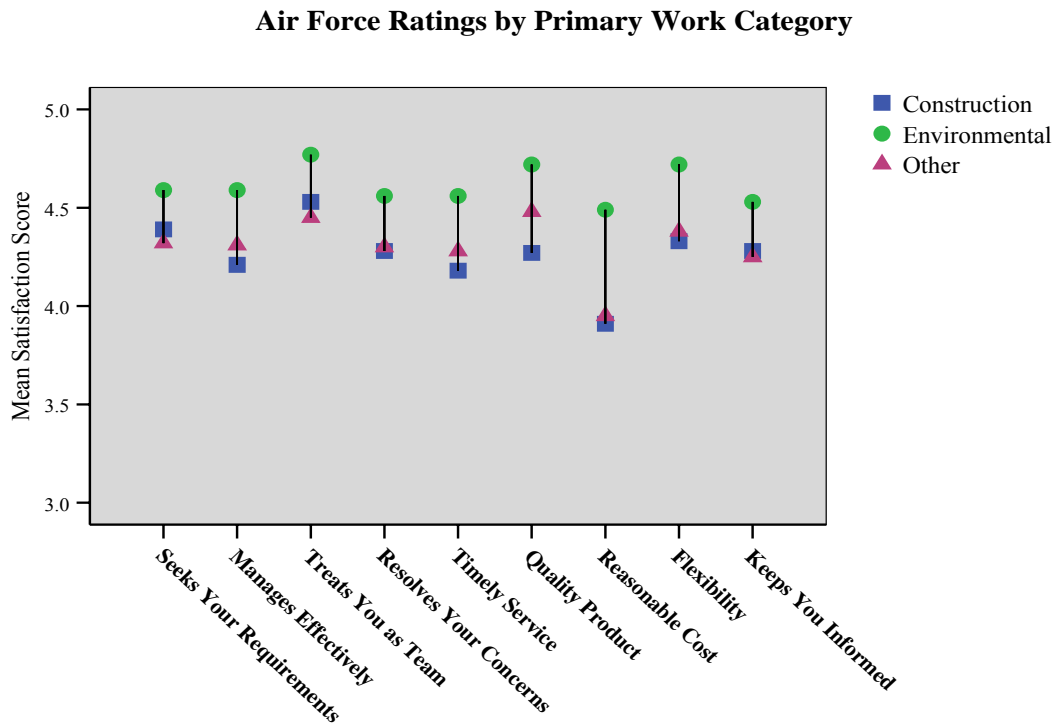


Figure 7: Ratings by Work Category

3.4 Ten-Year Trends

The Corps Military Customer Satisfaction Survey has been administered for a total of twelve years. The analysis of trends in ratings is one of the most important outcomes of the survey. Trend analyses can serve as leading indicators of areas in which business processes are proving successful or not. This allows managers the opportunity to intervene before conditions become problematic. The following analysis tracks the past ten-years in customers' assessment of Corps performance. This analysis summarizes up to 2,004 Air Force customer responses. The numbers of actual valid responses vary by item. The number of surveys received by year is displayed in Table 12. Additional demographic information, such as the number of responses by Division and District, is shown in Appendix C, Tables C-6 and C-7.

Table 12: Number of Responses by Year

<u>Survey Year</u>	<u>Sample Size</u>
FY97	241
FY98	193
FY99	189
FY00	185
FY01	204
FY02	190
FY03	179
FY04	194
FY05	212
FY06	217
Total	2004

An unusual pattern has existed among many satisfaction indicators for Air Force customers until this year. The overall trends in customer ratings have been difficult to definitively characterize because no survey item displayed a consistent pattern (increasing/decreasing/stable) over time. Instead customer ratings for most items had displayed a three-year cyclic pattern where ratings rose over the course of three years then drop significantly and begin to rise again. This pattern had occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods. Although in the aggregate Air Force customers were as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied. It was expected that ratings would again fall in FY06. This did not occur as the increase in ratings that began in FY03 continued through FY06 for almost all services. In fact, in FY06 Air Force customer satisfaction is at its highest level since 1997. The only service areas that are relatively unchanged from last FY are 'Timely Construction', and 'Construction Turnover', 'Maintainability of Construction' and 'On-Site Project Management'. Furthermore, there were significant increases in ratings over FY03-06 in

Timeliness', Choice for Future Work', Investigations/Inspections (Non-Envir) and 'Real Estate Services'.

Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. However, Air Force customer ratings of Real Estate services have steadily improved over the past four years. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown modest improvement since FY98 although mean ratings on this service have stabilized at approximately 4.0 since FY02. Overall Air Force customers are well satisfied with Corps services and ratings for nearly every area of service are at the highest level in ten years.

General Satisfaction Items

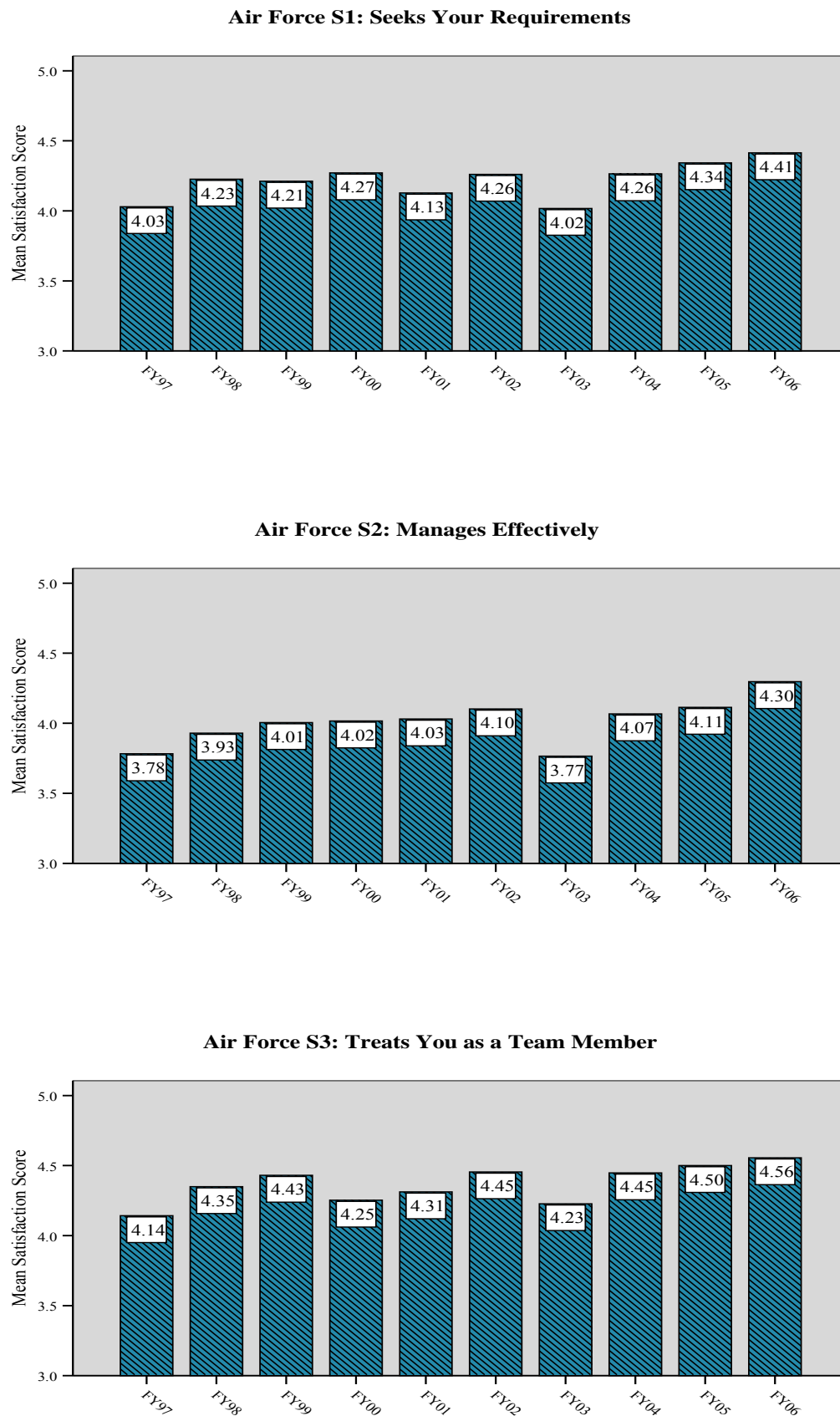
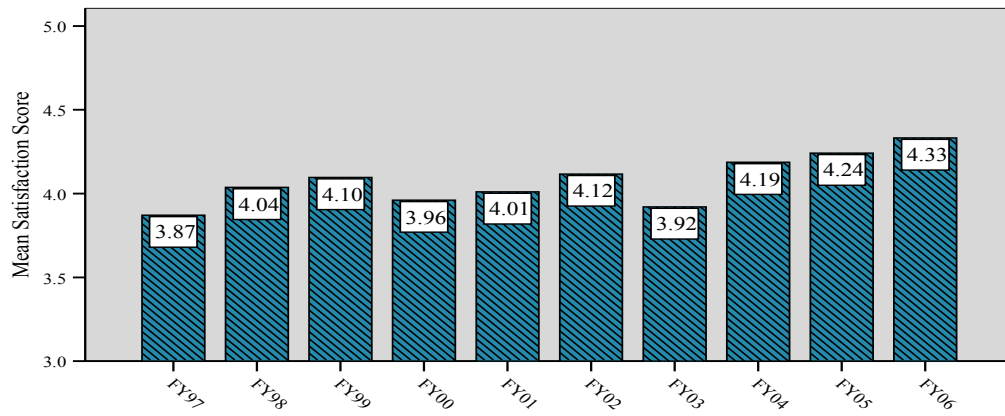
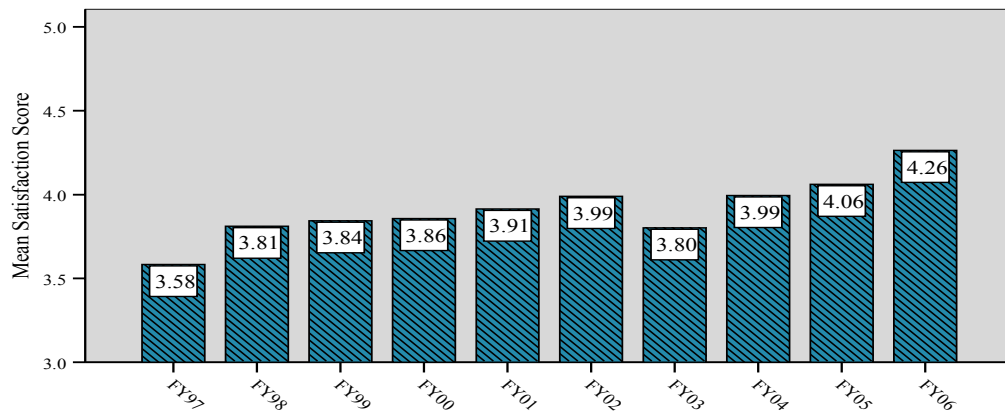


Figure 8: Air Force Customer Trends

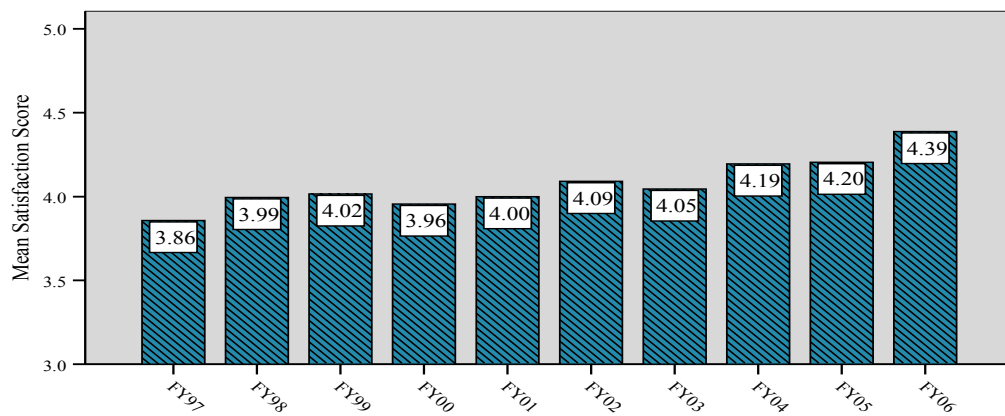
Air Force S4: Resolves Your Concerns



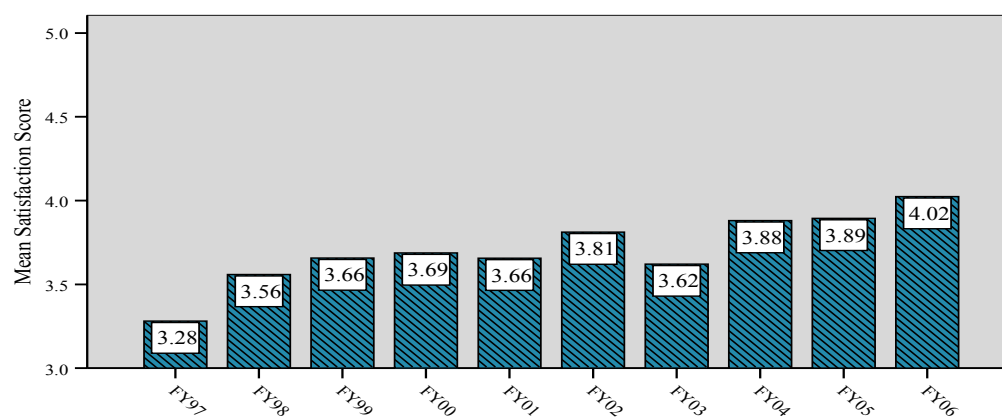
Air Force S5: Provides Timely Services



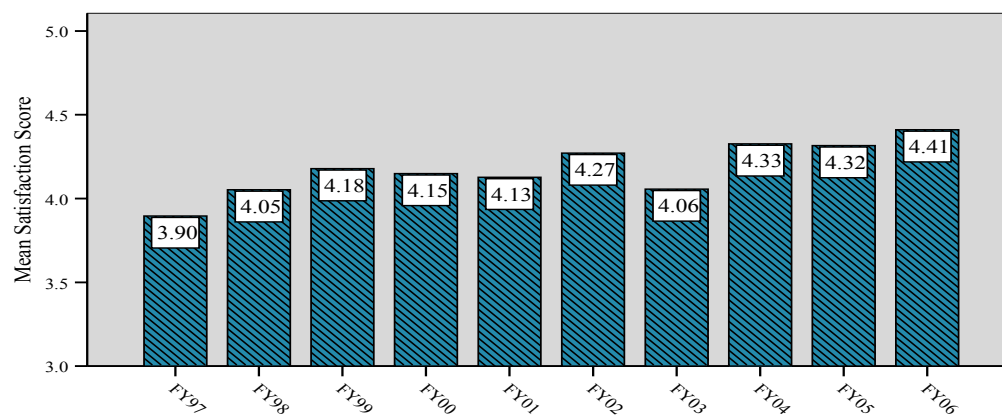
Air Force S6: Delivers Quality Products



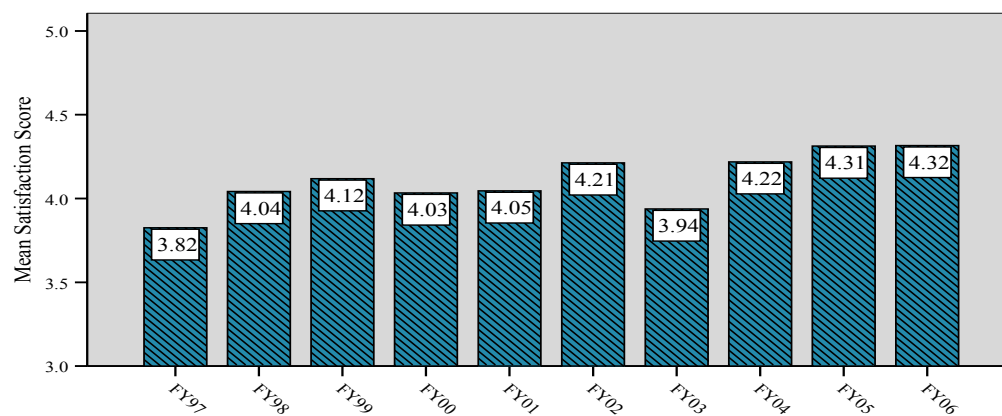
Air Force S7: Delivers Products at Reasonable Cost



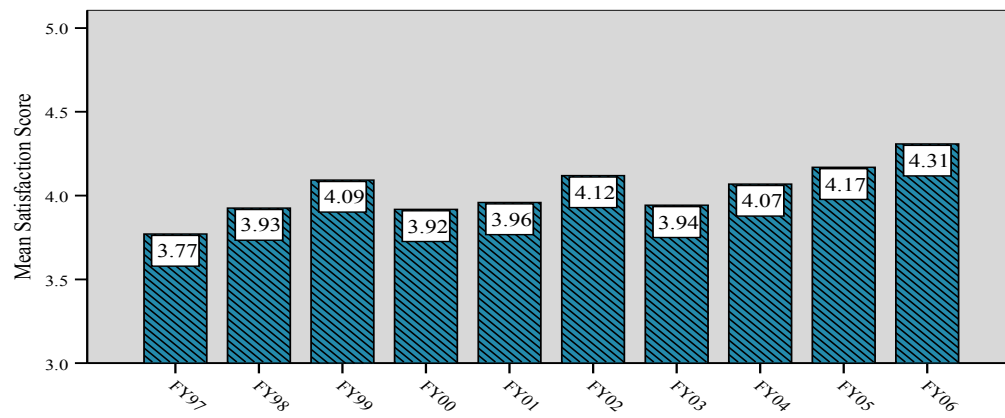
Air Force S8: Flexible in Responding to Your Needs



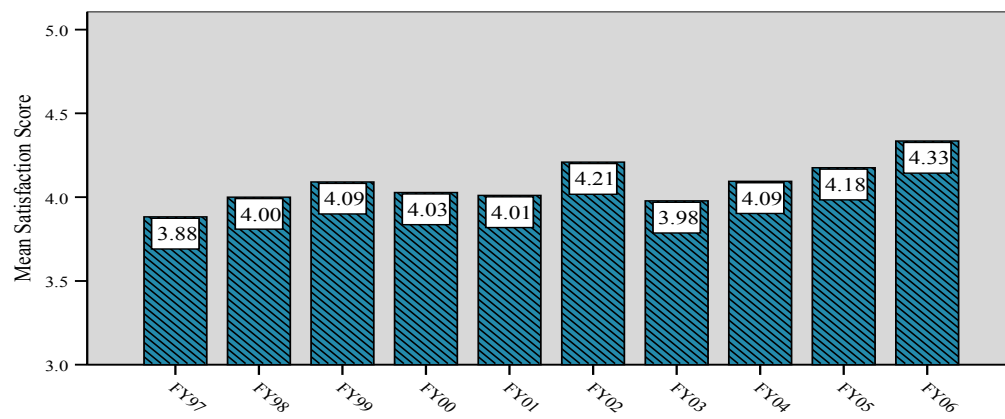
Air Force S9: Keeps You Informed



Air Force S10: Your Choice in the Future

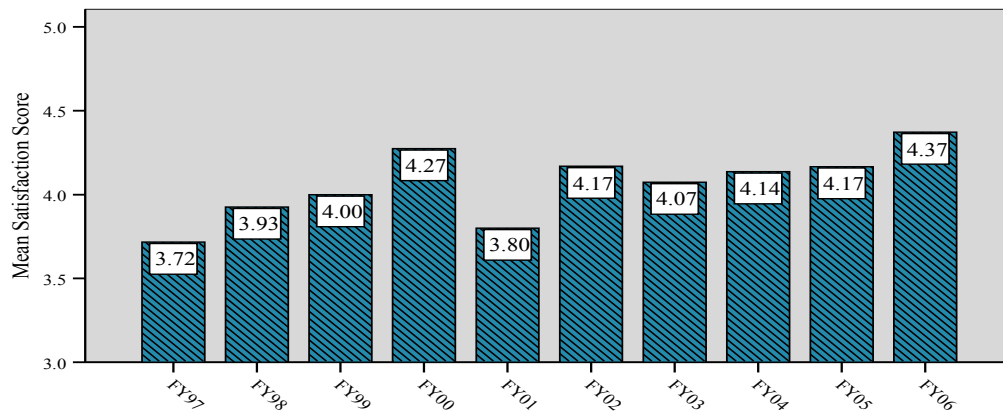


Air Force S11: Your Overall Satisfaction

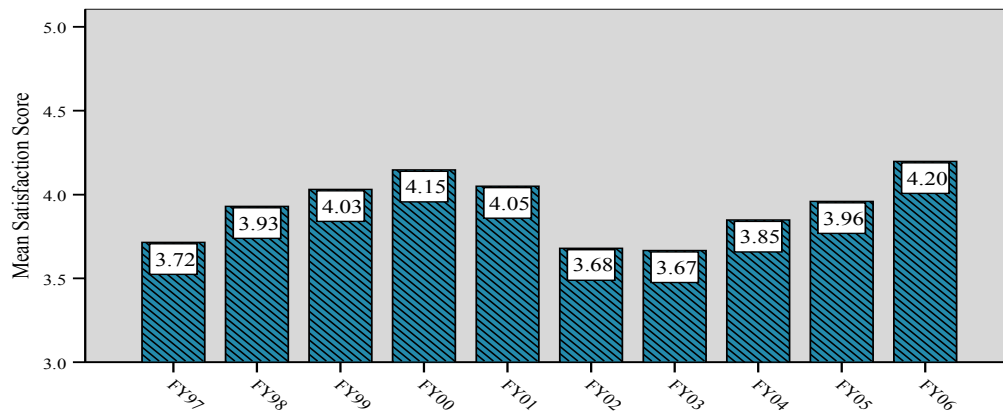


Specific Services

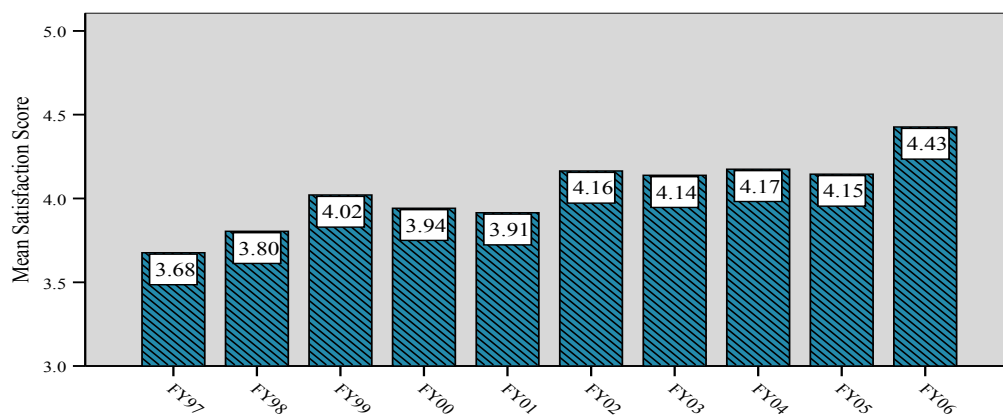
Air Force S12: Planning (Charettes, Master...)



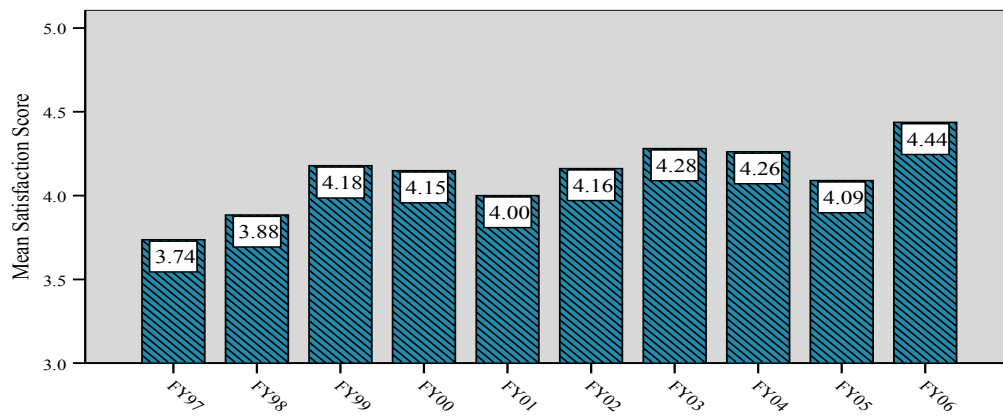
Air Force S13: Investigations/Inspections (Non-Envir)



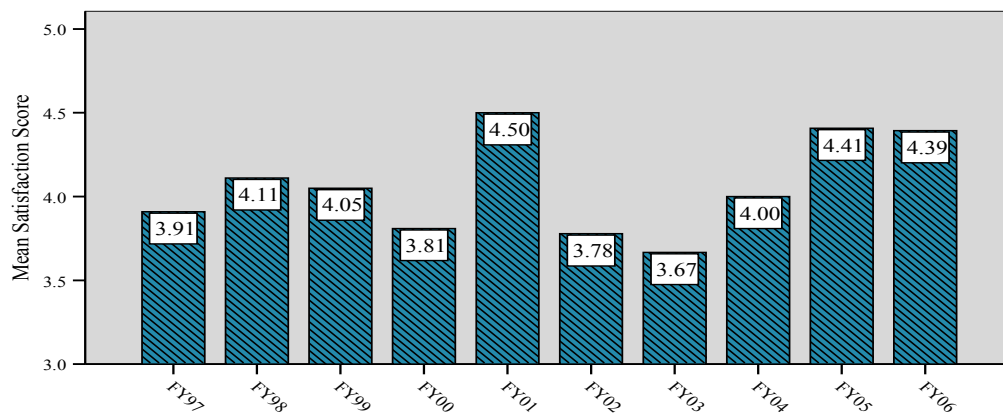
Air Force S14: Environmental Studies



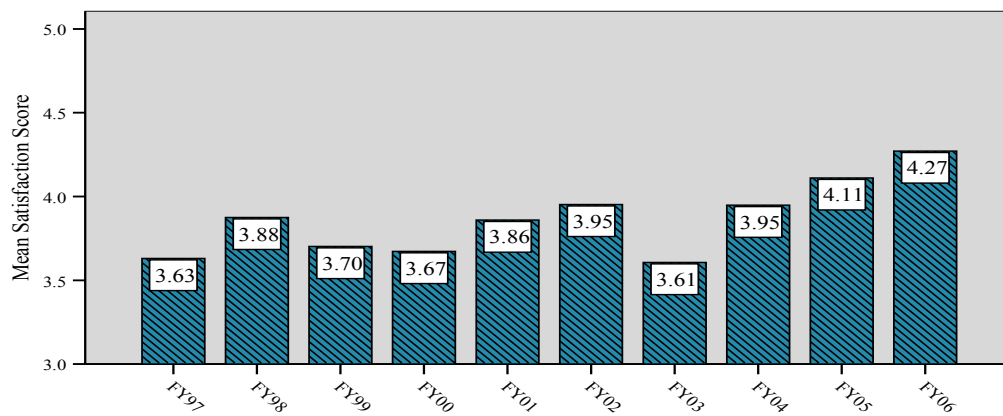
Air Force S15: Environmental Compliance



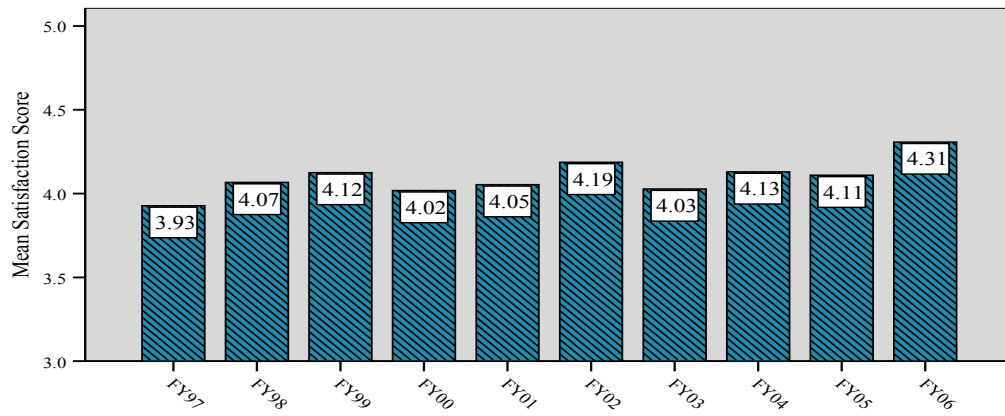
Air Force S16: BRAC



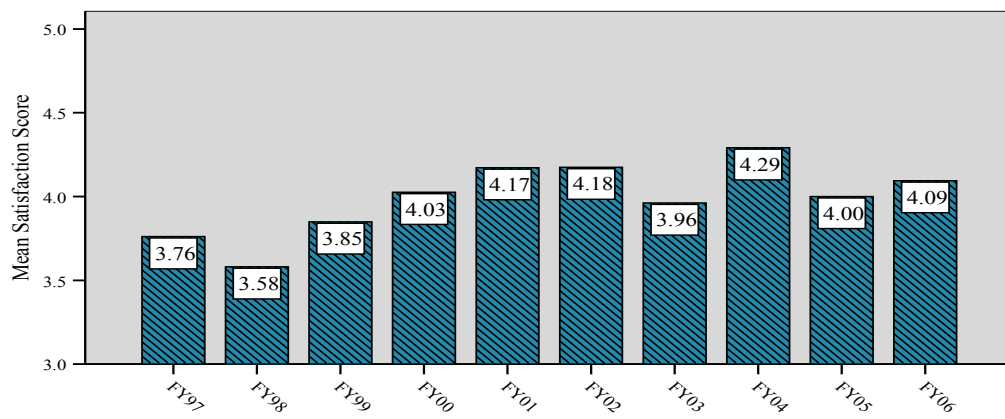
Air Force S17: Real Estate Services



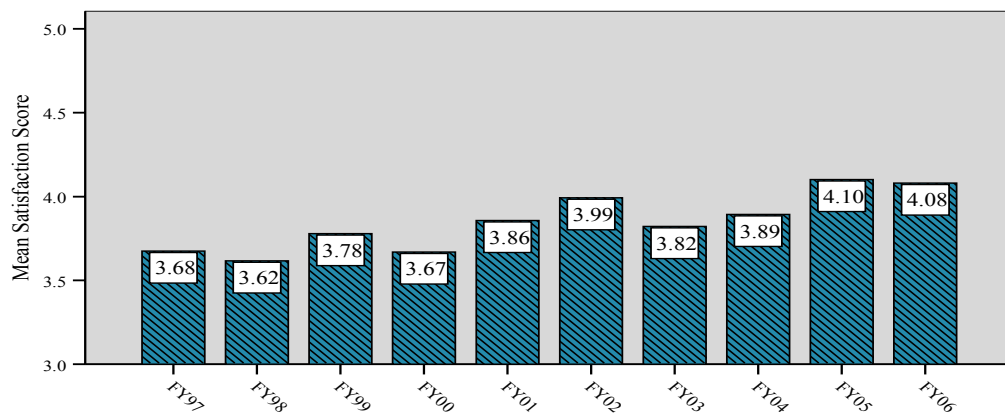
Air Force S18: Project Management



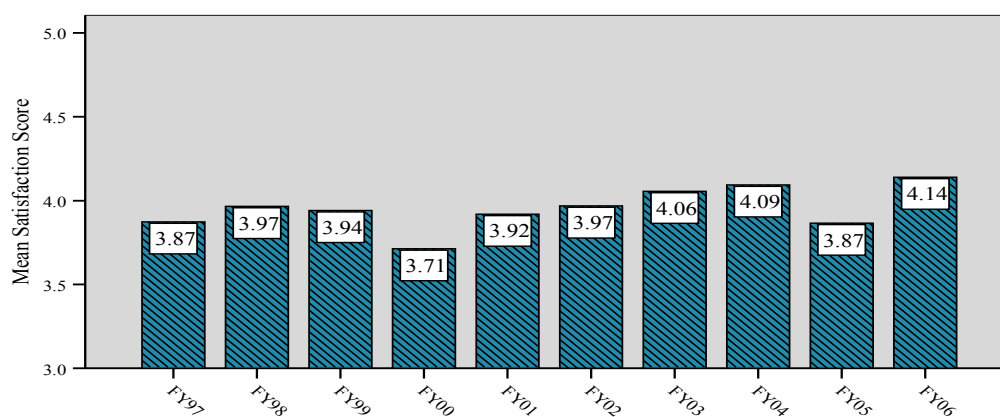
Air Force S19: Project Documentation (1354s, 1391s...)



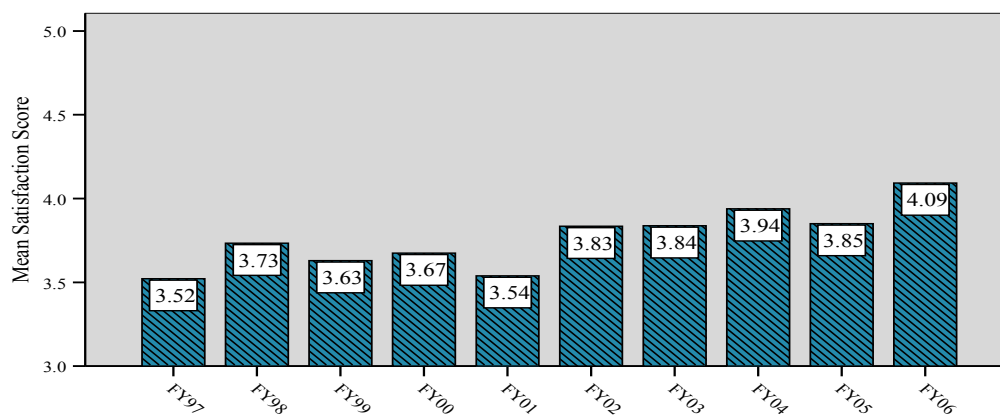
Air Force S20: Funds Management



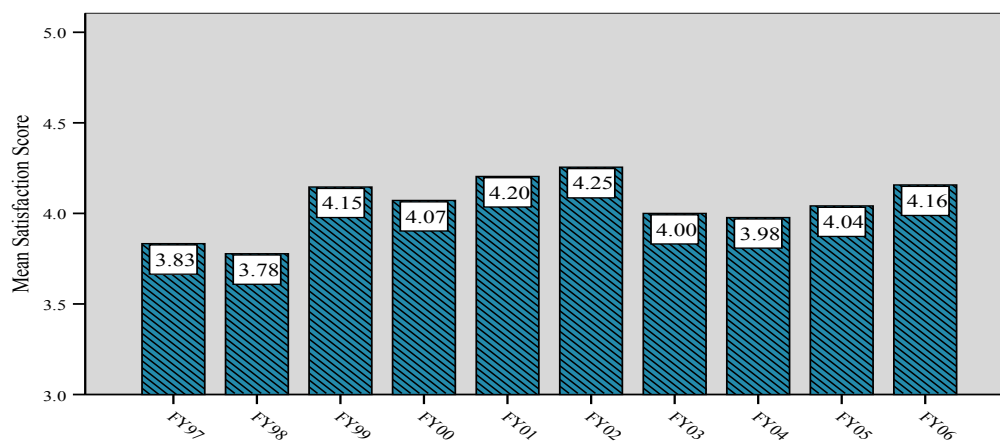
Air Force S21: A/E Contract Services



Air Force S22: Engineering Design Quality

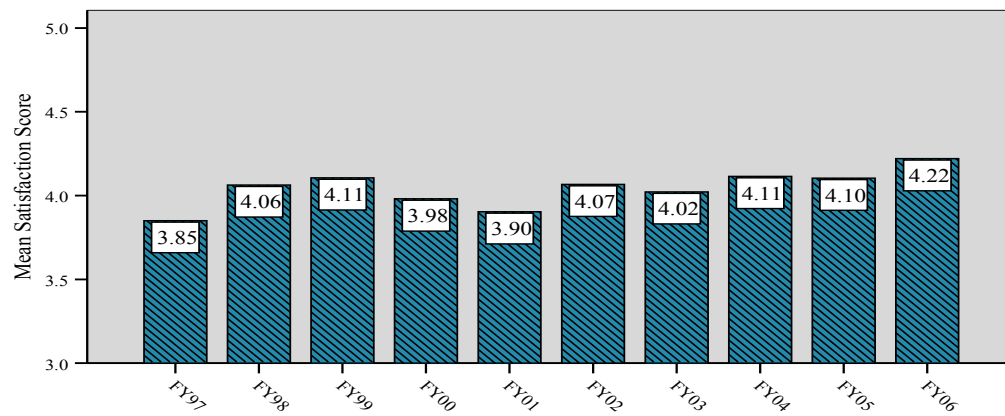


Air Force S23: JOC/IDIQ Contracts

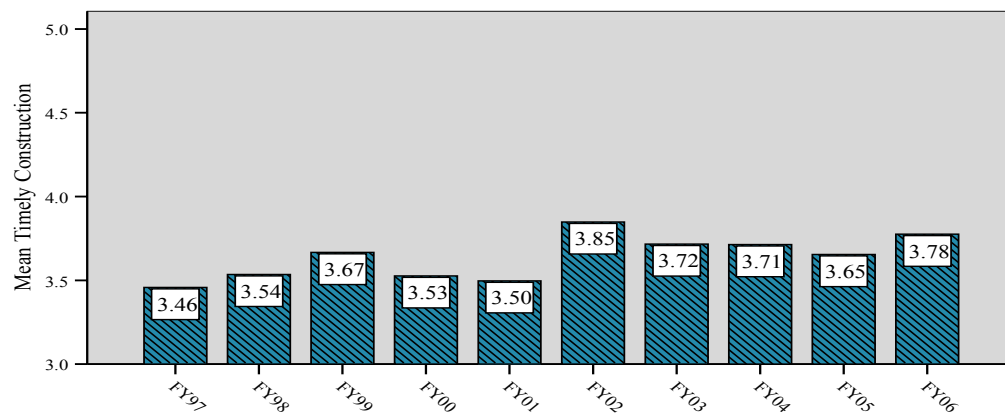


JOCs rated FY97-04; IDIQs rated FY05-06

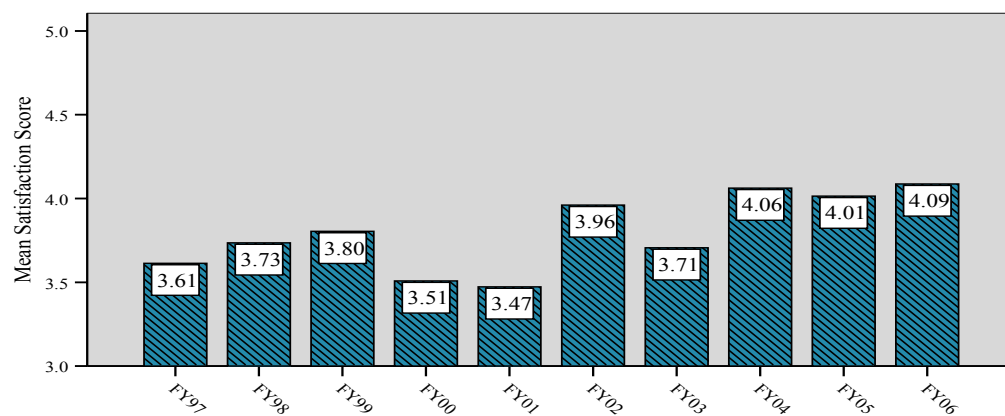
Air Force S24: Construction Quality



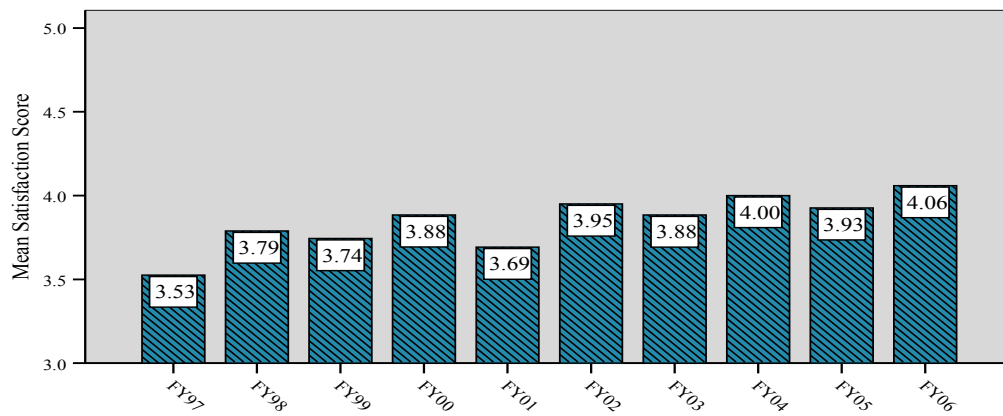
Air Force S25: Timely Completion of Construction



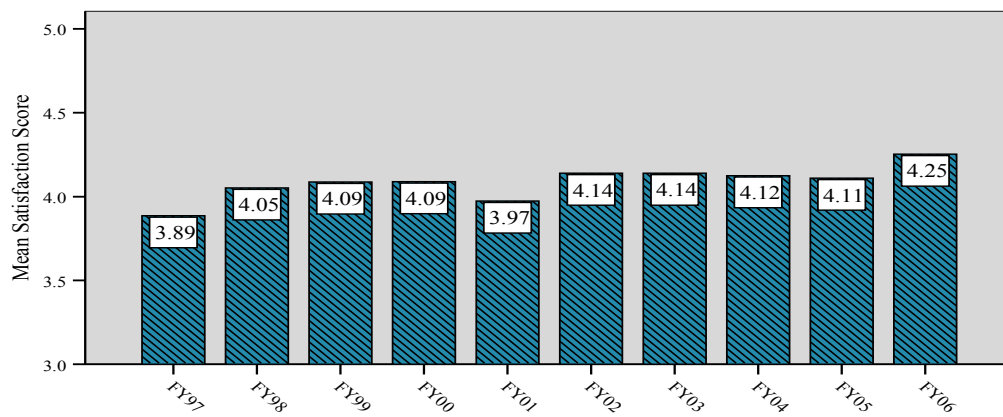
Air Force S26: Construction Turnover



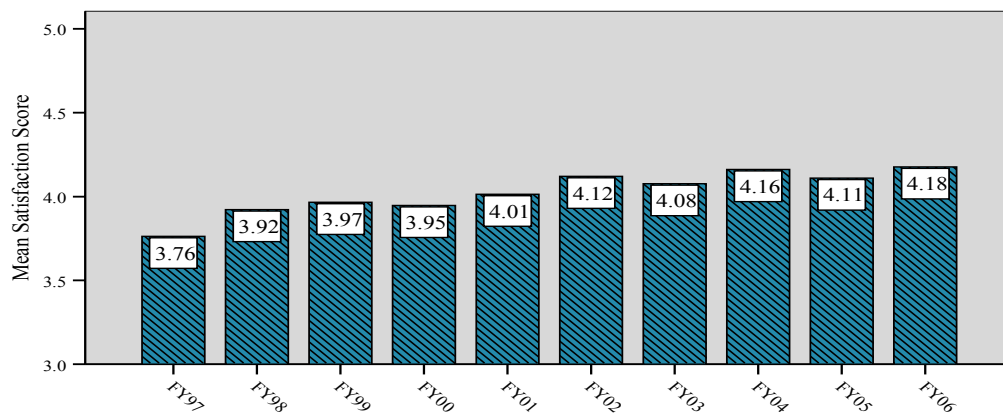
Air Force S27: Contract Warranty Support



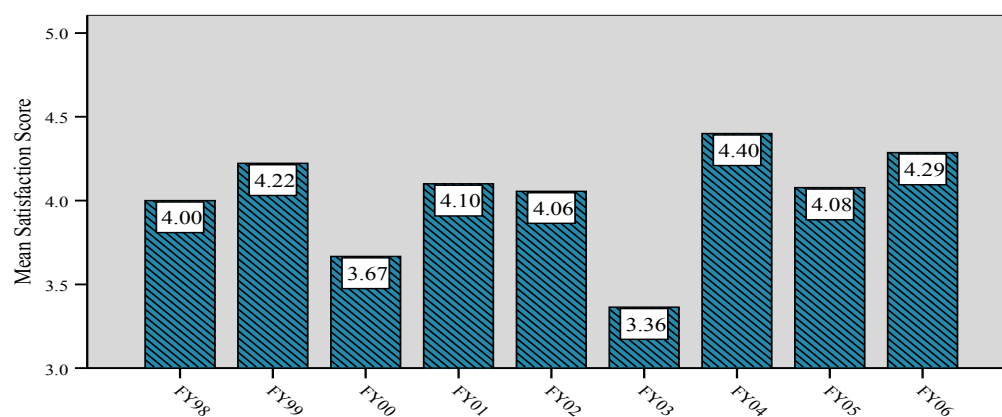
Air Force S28: End-User Satisfaction



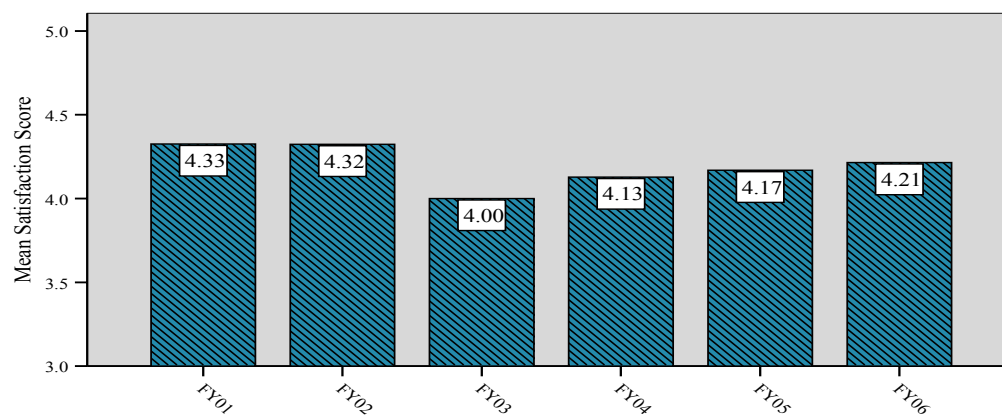
Air Force S29: Maintainability of Construction



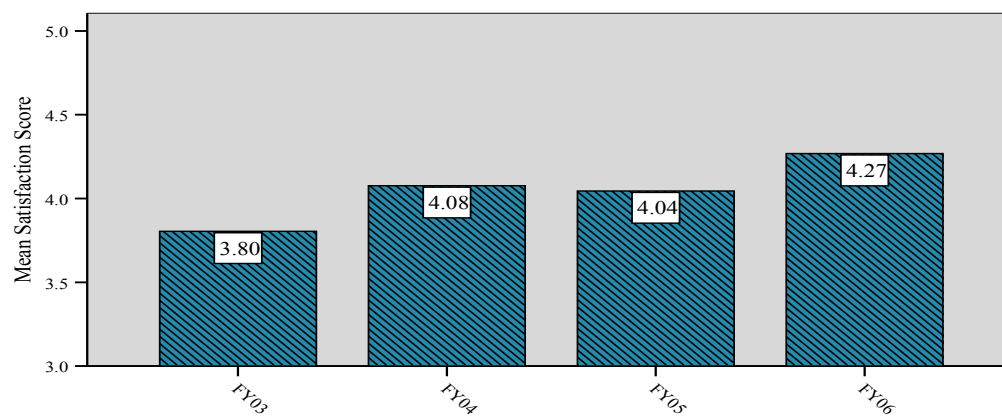
Air Force S30: Privatization Support



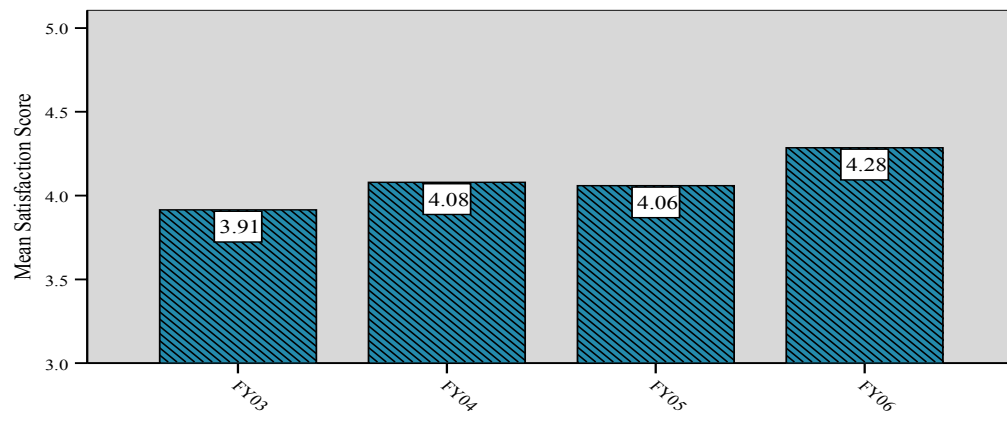
Air Force S32: On-Site Project Management



Air Force S33: Value of S & R



Air Force S34: Value of S & A



§4. CONCLUSION

The twelfth annual Military Programs Customer Satisfaction Survey has been completed. A total of 777 customers participated in the FY06 survey. The Corps-wide response rate was 56.9 percent for an estimated sampling error of +/- 2.3 percent. Response rates varied greatly among districts, ranging from a low of 0% for Jacksonville District to as high as 100 percent for Philadelphia District. The districts serving the largest populations of Military Program customers saw response rates in the 55-70 percent range. A total of 217 Air Force customers participated in the FY06 Survey.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and International & Interagency Support (IIS) customers¹⁰. The 'Other DoD' category includes US Navy, US Marine Corps, DLA, Joint/Combat Commands, DODEA, DECA, USMILGP's and many others. IIS customers include organizations such as EPA, DHS, FBI, DOE, BOP, etc. Army customers comprise the largest proportion of the FY06 sample at 47 percent followed by Air Force (28%), 'Other DoD' (15%) and IIS (10%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC, PACAF and 'AF-Other'. The greatest number of Air Force customers fall under ACC (58 customers) and AETC (38 customers). The commands specified by the 48 customers who selected 'AF-Other' or 'Joint/Combat Command' included AFRC, AFSPC, AFSOC and others. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast (52 customers), followed by IMA Northeast (40), and IMA-Europe (30). The vast majority of FY06 Army customers fell into the 'Army-Other' category. The commands specified by the 126 customers who selected 'Army-Other' consisted of USACE MEDCOM, HQDA, AEC, ARCENT and many others. There were a total of 12 Marine Corps customers and 24 Navy customers. Joint/Combat Command customers included those from CENTCOM, SOUTHCOM, EUCOM, and JTF Bravo. Customers who selected 'Other DoD' specified organizations such as DLA, DODEA, DeCA, DISA, NDU and others.

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (63%) of Air Force customers rated Construction services; 18 percent rated Environmental, eight percent Real Estate services, three percent O&M and eight percent rated 'Other' areas of service. Customers that checked the 'Other' area of services wrote services such as 'design', or a specialized service.

The survey included 20 Districts and TransAtlantic Center. In addition a very small number of customers from non-Military Districts were included in the FY06 survey. These districts work within eight Corps Divisions. Gulf Region Division was included this year for the first time. The greatest proportion of responses was received from customers served by Northwest Division (27%) and South Atlantic Division (24%). Omaha and Mobile Districts had the greatest number of valid responses (37 and 30 customers respectively).

¹⁰ Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services

The General Satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' For purposes of the following discussion, response categories 1 ('Very Low') and 2 ('Low') will be collapsed and referred to as the 'Low' category representing negative responses. Similarly, categories 4 ('High') and 5 ('Very High') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' may be interpreted as mid-range, average or noncommittal. The majority of responses (72 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member', 'Displays Flexibility' and 'Seeks Your Requirements' rated positively by at least 88 percent of Air Force customers. The index that received the greatest proportion of negative responses was 'Reasonable Costs' rated 'Low' by seven percent of Air Force customers. No other service area was rated low by more than five percent of customers. The ratings on the General Satisfaction items were the highest received since the survey began in 1995.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 85 percent of Air Force customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of four percent responded USACE would NOT be their choice for future projects and 12% were non-committal. These results show an improvement over last year when eight percent stated they would not choose the Corps for future work. Regarding customers' overall level of satisfaction 88% responded positively, two percent negatively and 10% fell in the mid-range category. This is a significant improvement over last year when eight percent were overall dissatisfied. The noncommittal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them.

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. The proportion of high ratings for the specific services¹¹ items ranged from 67 to 90 percent. The top three most highly rated items were 'Planning Services (Charettes, Master...)', 'BRAC' and 'Environmental Compliance'. 'Environmental Compliance' has been among the highest rated in three of the past four years. The specific services that received the lowest ratings were 'Timely Construction' at 12 percent low ratings and 'On-Site Project Management' and 'Funds Management' at six percent each. As in the last two years 'Timely Construction' was the lowest rated service showing relatively little improvement over last year. However, on the positive side, unlike the years previous to FY04, 'Warranty Support' and 'Real Estate' services were not among the more poorly rated.

The survey includes a blank 'explanation field' beside each survey item. In addition, customers were given the opportunity to provide general comments at the end of the

¹¹Privatization Support was excluded from comparisons due to limited responses.

survey. A total of 147 or 68 percent of all Air Force customers submitted comments. Of these, 72 (49%) made overall favorable comments, 33 (22%) made negative comments, 30 (20%) customers' comments contained mixed information (positive and negative statements), and 12 (8%) respondents' comments were purely informational in nature, neither positive nor negative. The most frequently cited positive comments were 'Compliments to individuals/staff' (37 customers). The most frequent negative comment concerned 'Timely Construction' (17 customers) and 'Reasonable Cost' (14 customers). Other areas of services that received a number of negative comments concern 'Timely Service' (12), 'Keeps You Informed' (12), 'AE Contract services' (11 customers) and 'Funds Management' (11).

The most frequently cited positive comment (compliments to staff) was the same as the last four years. 'Timely Construction' received the greatest number of negative comments last year as well. The number of negative comments on 'Choice for Future Work' is half that of last year (24 customers in FY05). Last year a large number of customers registered complaints about the lack of staff continuity on their projects. This complaint was registered by very few customers this year. Whether this was the direct result of management intervention or merely circumstantial is unknown. However, the number of complaints regarding project closeout problems has risen. And this year as in years past, several customers complain about the lack of accountability on contractor/COE errors and about problems with roof construction.

The analyses to compare customer satisfaction ratings between Air Force and Army customers revealed that Air Force customer ratings are approximately the same as Army on all but two satisfaction indicators. Air Force customers were statistically significantly more satisfied in 'Reasonable Cost' and 'Environmental Compliance'. These results are similar to last year and represent a significant departure from previous years in that subgroup ratings have become very homogeneous. In previous years Air Force customers were consistently more satisfied than Army customers. These findings seem to be the result of two factors: foremost, an improvement in Army scores and stability or increases in Air Force scores. There were six service areas in which statistically significant differences were found in FY04; most were construction services.

A comparison of ratings by Air Force command was performed. The customers in the 'Air Force – Other' category included AFRC, AFSPC, AFSOC, USAFE, ANG and others. The greatest number of Air Force customers fall under ACC (58 customers) and AETC (38 customers). There were statistically significant differences in 10 areas. Last year there were differences in 12 areas. The results of these analyses for FY05 and FY06 represent a departure from previous years when ratings by command were more homogeneous. This seems to indicate that for the last two years the gaps between satisfied and dissatisfied Air Force Commands has increased somewhat.

A very clear pattern emerged but one that is somewhat different from last year. In almost every case ACC and AETC were the most satisfied. Conversely PACAF and AMC were the least satisfied. It is notable that this year, there were significant differences among relationship indicators. These differences were seen in nearly all service areas. And even though most

weren't large enough to be statistically significant they may be of practical significance in illustrating a need for attention. Last year AETC and ACC were most satisfied and PACAF and 'Other' were least satisfied. The FY06 ratings continue a long trend of positive ratings from AETC and ACC. AMC has historically been approximately in the middle of the Air Force commands. The fact that AMC is among the least satisfied this year may be explained by the following observation. Although ratings for all commands have increased this year, those for AMC did not increase commensurate with the other commands. Note that PACAF has consistently been the least satisfied command. In previous years the 'Other' commands were least satisfied but their ratings have improved significantly in FY06.

Statistical comparisons were performed to detect any differences among primary work categories for selected satisfaction indicators. The work categories include Construction, Environmental, and 'Other' where in this analysis 'Other' includes Real Estate, O&M and 'Other'¹². The satisfaction indicators examined include only the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all areas of work: 'Project Management', 'Funds Management', 'AE Contracts', 'IDIQ Contracts', 'Value of S & R' and 'Value of S & A'. As in all previous years of the survey Environmental customers were consistently the most satisfied group for nearly every indicator. Average ratings by Environmental customers were higher than Construction and 'Other' customers for all indices. However, as was the case in FY05, there were far fewer significant differences than in earlier years (FY95-04). This is further evidence of a possible movement toward greater homogeneity in ratings by work category.

The analysis of trends in ratings is one of the most important outcomes of the survey. Trend analyses can serve as leading indicators of areas in which business processes are proving successful or not. This analysis tracks the past ten-years in customers' assessment of Corps performance. This analysis summarizes up to 2,004 Air Force customer responses.

An unusual pattern has existed among many satisfaction indicators for Air Force customers until this year. The overall trends in customer ratings have been difficult to definitively characterize because no survey item displayed a consistent pattern (increasing/decreasing/stable) over time. Instead customer ratings for most items had displayed a three-year cyclic pattern where ratings rose over the course of three years then drop significantly and begin to rise again. This pattern had occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods. Although in the aggregate Air Force customers were as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied. It was expected that ratings would again fall in FY06. This did not occur as the increase in ratings that began in FY03 continued through FY06 for almost all services. In fact, in FY06 Air Force customer satisfaction is at its highest level since 1997. The only service areas that are relatively unchanged from last FY are 'Timely Construction', and 'Construction Turnover', 'Maintainability of Construction' and 'On-Site Project Management'. Furthermore, there were significant increases in ratings over FY03-06 in 'Timeliness', 'Choice for Future Work', 'Investigations/Inspections (Non-Envir)' and 'Real Estate Services'.

¹² Customers that checked the 'Other' area of services wrote a combination of services such as 'Design and construction' or a specialized service.

Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. However, Air Force customer ratings of Real Estate services have steadily improved over the past four years. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown modest improvement since FY98 although mean ratings on this service have stabilized at approximately 4.0 since FY02.

Overall Air Force customers are well satisfied with Corps services and ratings for nearly every area of service are at the highest level in ten years. The Corps' best performance is displayed among relationship measures. The service area that needs the most improvement is timeliness in delivering services particularly construction services. Additionally, Corps staff may have successfully addressed the inconsistent delivery of services over time (cyclic trends) and have made great strides in improving disparate ratings among customer subgroups (AF commands & primary work category).

APPENDIX A

Survey Instrument¹³

¹³ The survey website may be accessed by cutting & pasting the following link into your web browser: <https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .



US Army Corps
of Engineers®

USACE Home

HQUSACE Home

Military Programs

We at the U.S. Army Corps of Engineers are committed to improving our services to you and would like to know how well we are doing. Please rate your level of satisfaction with our performance for fiscal year 2006. Your straight forward answers will help us identify areas needing improvement. Thank you for your time and comments.

Section I - Customer Information

Name: Last: First:

Installation / Organization:

Your Email Address:

Office Telephone Number:

Agency/Command:
(Skip if you are not DoD) Please Select One

Primary Category of Service Received: Please Select One If Other, Specify:

USACE Organization Being Evaluated

Please select the USACE Organization that you will be rating. If you are rating more than one Organization, you will need to submit a separate survey for each one.

Organization: (District/TAC) Please Select One

Section II - Customer Survey

Please rate your level of satisfaction for each area.

Rating Scale	1 = lowest 5 = highest	Satisfaction						We would greatly appreciate a brief explanation of ratings below '3'.
		NA	1	2	3	4	5	
1.	Seeks your requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2.	Manages your projects/programs effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
3.	Treats you as an important member of the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
4.	Resolves your concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
5.	Provides timely services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
6.	Delivers quality products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

7.	Delivers products/services at a reasonable cost.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
8.	Is flexible in responding to your needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
9.	Keeps you informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
10.	Would be your choice for future products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
11.	Your overall level of satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
12.	Planning (Charettes, Master Planning, Mobilization Plans, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
14.	Environmental Studies and Surveys	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
15.	Environmental Compliance and Restoration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
16.	Base Realignment and Closure Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
17.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
18.	Project Management Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
19.	Project Documentation (DD 1391, 1354, etc.) (Quality and completeness of documents)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
20.	Funds Management and Cost Accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
21.	Architect-Engineer Contracts (Quality of AE services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
22.	Engineering Design Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
23.	IDIQ Contracts (MATOCS, JOCs, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
24.	Construction Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

25.	Timely Completion of Construction (Meet Beneficial Occupancy Dates, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
26.	Construction Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
27.	Contract Warranty Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
28.	End-User Satisfaction with Facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
29.	Maintainability of Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
30.	Privatization Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
31.	Installation Support (IS) direct checkbook services (Army customers only)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
32.	On-site project management (PM Forward, Area Engineer, Resident Engineer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
33.	Value of Corps' management services during design, planning or environmental investigations (S&R).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
34.	Value of Corps' management services during construction or environmental remediation (S&A).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Overall Comments/Suggestions

APPENDIX B

Customer Demographics

Table B-2: Air Force Customer Organizations FY06

<u>Air Force Customer Organizations FY06</u>	<u>#</u>	<u>%</u>
AF Reserves	2	0.9
Air National Guard	3	1.4
AL ASAD AB	1	0.5
Al Dhafra AB	1	0.5
Altus AFB	1	0.5
Arnold AFB	2	0.9
Aviano AB	1	0.5
Brooks AFB, AFCEE	1	0.5
Brooks AFB, HFO	1	0.5
Cannon AFB	1	0.5
CENTAF	7	3.2
CENTCOM	1	0.5
Columbus AFB	5	2.3
Davis Montham AFB	1	0.5
Dobbins ARB	2	0.9
Dover AFB	3	1.4
Eglin AFB	1	0.5
Eielson AFB	2	0.9
Ellsworth AFB	1	0.5
Elmendorf AFB	8	3.7
Fairchild AFB	4	1.8
Goodfellow AFB	1	0.5
Hanscom AFB	2	0.9
Hickam AFB, PACAF	3	1.4
Holloman AFB	2	0.9
Homestead ARB	1	0.5
HQAF Reserve Cmd	4	1.8
HQAF, A7CVR	1	0.5
HQAF, Real Property Agency	2	0.9
Hurlburt Field	5	2.3
Kadena AB	2	0.9
Kirtland AFB	8	3.7
Kunsan AB	1	0.5
Lackland AFB	3	1.4
Langley AFB	30	13.8
Laughlin AFB	1	0.5
Little Rock AFB	1	0.5
MacDill AFB	5	2.3

<u>Air Force Customer Organizations FY06</u>	<u>#</u>	<u>%</u>
MacDill AFB, ACC	2	0.9
Malmstrom AFB	2	0.9
Maxwell AFB	2	0.9
McChord AFB	1	0.5
MCCHORD AFB	1	0.5
McConnell AFB	1	0.5
McGuire AFB	1	0.5
Minot AFB	1	0.5
Misawa AB	1	0.5
Moody AFB	2	0.9
Mountain Home AFB	3	1.4
Niagara Falls ARB	1	0.5
Offutt AFB	1	0.5
Osan AB	1	0.5
Patrick AFB	3	1.4
Peterson AFB	2	0.9
Peterson AFB, AFSPC	5	2.3
Pope AFB	1	0.5
Ramstein AB	2	0.9
Randolph AFB	1	0.5
Randolph AFB, AETC	14	6.5
Randolph AFB, AFRS	1	0.5
Robins AFB	6	2.8
Robins AFB, AFRC	2	0.9
Scott AFB	10	4.6
Seymour Johnson AFB	2	0.9
Shaw AFB	6	2.8
Sheppard AFB	3	1.4
Thule AFB, AFSPC	1	0.5
Tinker AFB	1	0.5
Tyndall AFB	2	0.9
Tyndall AFB, ACC	1	0.5
Tyndall AFB, ANG	1	0.5
USAF Academy	1	0.5
Vance AFB	2	0.9
Whiteman AFB	1	0.5
Wright Patterson AFB	4	1.8
Wright Patterson AFB, AFMC	4	1.8
Total	217	100.0

Table B-2: Work Category ‘Other’ – Details

Other Work-Details	#	%
All services	1	0.1
DA/CA	1	0.1
DESIGN & CONSTR	3	0.2
Design Services	5	0.3
Housing	1	0.1
Installation Planning & Support	1	0.1
JOC	1	0.1
MILCON Design & Criteria Updates	1	0.1
Site work	1	0.1
Utility assistance	1	0.1
Web site development	1	0.1
Total	17	100.0

APPENDIX C

Statistical Details

Table C-1: General Satisfaction Items – Details FY06

<u>General Services</u>	<u>Very Low</u>		<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Very High</u>		<u>Total</u>	
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S1 Seeks Your Requirements	0	0.0	3	1.4	22	10.2	73	34.0	117	54.4	215	100.0
S2 Manages Effectively	0	0.0	8	3.8	25	11.8	75	35.4	104	49.1	212	100.0
S3 Treats You as a Team Member	2	0.9	0	0.0	18	8.3	52	24.1	144	66.7	216	100.0
S4 Resolves Your Concerns	1	0.5	5	2.3	24	11.1	78	35.9	109	50.2	217	100.0
S5 Timely Service	3	1.4	5	2.3	34	15.7	64	29.6	110	50.9	216	100.0
S6 Quality Product	1	0.5	5	2.3	23	10.7	66	30.8	119	55.6	214	100.0
S7 Reasonable Costs	3	1.4	12	5.7	40	19.0	77	36.7	78	37.1	210	100.0
S8 Displays Flexibility	1	0.5	1	0.5	23	10.6	75	34.6	117	53.9	217	100.0
S9 Keeps You Informed	2	0.9	5	2.3	30	14.0	64	29.8	114	53.0	215	100.0
S10 Your Future Choice	2	0.9	6	2.8	25	11.7	72	33.6	109	50.9	214	100.0
S11 Overall Satisfaction	1	0.5	4	1.9	21	9.8	85	39.5	104	48.4	215	100.0

Table C-2: Specific Services Items– Details FY06

<u>Specific Services</u>	<u>Very Low</u>		<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Very High</u>		<u>Total</u>	
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S12 Planning (Master, Mobiliz ...)	2	1.4	0	0.0	13	9.0	59	40.7	71	49.0	145	100.0
S13 Inspections & Investigations	0	0.0	3	3.3	17	18.7	30	33.0	41	45.1	91	100.0
S14 Environmental Studies	0	0.0	1	1.3	8	10.7	24	32.0	42	56.0	75	100.0
S15 Environmental Compliance	1	1.1	1	1.1	8	9.2	26	29.9	51	58.6	87	100.0
S16 BRAC	0	0.0	0	0.0	6	10.7	22	39.3	28	50.0	56	100.0
S17 Real Estate	0	0.0	1	1.7	12	20.3	16	27.1	30	50.8	59	100.0
S18 Project Management	1	0.5	3	1.6	27	14.8	59	32.4	92	50.5	182	100.0
S19 Project Documents	2	1.6	5	3.9	21	16.5	50	39.4	49	38.6	127	100.0
S20 Funds Management	1	0.6	9	5.6	33	20.4	52	32.1	67	41.4	162	100.0
S21 A/E Contracts	1	0.7	2	1.4	22	15.4	69	48.3	49	34.3	143	100.0
S22 Engineering Design	1	0.7	4	2.6	27	17.8	68	44.7	52	34.2	152	100.0
S23 IDIQ Contracts	1	1.1	4	4.5	10	11.2	39	43.8	35	39.3	89	100.0
S24 Construction Quality	1	0.7	2	1.3	19	12.7	69	46.0	59	39.3	150	100.0
S25 Timely Construction	8	5.4	10	6.8	30	20.4	58	39.5	41	27.9	147	100.0
S26 Construction Turnover	2	1.4	2	1.4	24	17.3	65	46.8	46	33.1	139	100.0
S27 Warranty Support	2	1.5	2	1.5	28	20.7	57	42.2	46	34.1	135	100.0
S28 End-user Satisfaction	1	0.7	1	0.7	19	13.0	64	43.8	61	41.8	146	100.0
S29 Maintainability	0	0.0	3	2.1	21	14.9	65	46.1	52	36.9	141	100.0
S30 Privatization Support	0	0.0	0	0.0	2	9.5	11	52.4	8	38.1	21	100.0
S31 IS Checkbook	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	100.0
S32 On-site Project Mgmt	0	0.0	10	6.1	20	12.3	58	35.6	75	46.0	163	100.0
S33 Value of S&R	0	0.0	2	1.3	24	15.3	61	38.9	70	44.6	157	100.0
S34 Value of S&A	0	0.0	1	0.6	22	13.9	66	41.8	69	43.7	158	100.0

Table C-3: Air Force vs. Army Mean Satisfaction Scores

Item	Air Force		Army	
	Mean	N	Mean	N
S1 Seeks Your Requirements	4.41	215	4.31	359
S2 Manages Effectively	4.30	212	4.21	363
S3 Treats You as Team Member	4.56	216	4.44	364
S4 Resolves Your Concerns	4.33	217	4.27	364
S5 Timely Service	4.26	216	4.14	366
S6 Quality Product	4.39	214	4.25	360
S7 Reasonable Cost	4.02	210	3.85	346
S8 Displays Flexibility	4.41	217	4.31	365
S9 Keeps You Informed	4.32	215	4.26	366
S10 Your Future Choice	4.31	214	4.27	358
S11 Overall Satisfaction	4.33	215	4.27	366
S12 Planning (Charettes, Master ...)	4.37	145	4.22	237
S13 Investigations/Inspections (Non-Env)	4.20	91	4.21	177
S14 Environmental Studies	4.43	75	4.23	191
S15 Environmental Compliance	4.44	87	4.16	170
S16 BRAC	4.39	56	4.22	136
S17 Real Estate	4.27	59	4.13	168
S18 Project Management	4.31	182	4.25	300
S19 Project Documents (1354, 1391...)	4.09	127	4.11	219
S20 Funds Management	4.08	162	4.12	259
S21 A/E Contract Services	4.14	143	4.10	230
S22 Engineering Design	4.09	152	3.99	233
S23 IDIQ Contracts	4.16	89	4.10	194
S24 Construction Quality	4.22	150	4.13	231
S25 Timely Construction	3.78	147	3.90	231
S26 Construction Turnover	4.09	139	4.00	210
S27 Warranty Support	4.06	135	3.97	195
S28 End-user Satisfaction	4.25	146	4.16	230
S29 Maintainability	4.18	141	4.07	211
s30 Privatization Support	4.29	21	4.16	74
s32 On-site Project Mgmt	4.21	163	4.28	257
s33 Value of S&R	4.27	157	4.24	272
s34 Value of S&A	4.28	158	4.20	253

Note: Items for which statistically significant differences were found are shown in bold.

Table C-4: Satisfaction Scores by Command

Item	ACC		AETC		AFMC		AMC		PACAF		Other	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.52	56	4.53	38	4.39	28	4.11	27	4.28	18	4.50	46
S2 Manages Effectively	4.55	55	4.21	38	4.25	28	4.12	26	4.11	18	4.33	45
S3 Treats You as Team Member	4.64	58	4.66	38	4.68	28	4.23	26	4.50	18	4.54	46
S4 Resolves Your Concerns	4.50	58	4.37	38	4.43	28	3.96	27	4.06	18	4.41	46
S5 Timely Service	4.40	58	4.32	38	4.21	28	4.07	27	4.22	18	4.24	45
S6 Quality Product	4.61	57	4.26	38	4.50	28	4.19	26	4.24	17	4.39	46
S7 Reasonable Cost	4.26	58	4.13	38	4.25	28	3.62	26	3.44	16	4.00	42
S8 Displays Flexibility	4.52	58	4.50	38	4.57	28	4.04	27	4.22	18	4.43	46
S9 Keeps You Informed	4.50	58	4.27	37	4.32	28	3.96	26	4.22	18	4.41	46
S10 Your Future Choice	4.53	58	4.39	38	4.37	27	3.96	27	3.82	17	4.36	45
S11 Overall Satisfaction	4.50	58	4.35	37	4.43	28	4.04	27	4.12	17	4.37	46
S12 Planning (Charettes, Master ...)	4.50	42	4.52	29	4.39	18	4.45	11	3.93	14	4.30	30
S13 Investigations/Inspections (Non-Env)	4.48	25	4.13	15	4.00	17	4.50	8	3.57	7	4.28	18
S14 Environmental Studies	4.56	25	4.27	15	4.56	9	4.44	9	4.00	5	4.55	11
S15 Environmental Compliance	4.52	29	4.21	19	4.60	10	4.50	8	4.25	4	4.56	16
S16 BRAC	4.36	11	4.60	10	4.45	11	4.33	9	4.00	3	4.45	11
S17 Real Estate	4.35	17	4.10	10	4.38	8	3.56	9	4.40	5	4.80	10
S18 Project Management	4.55	51	4.26	31	4.29	24	4.05	22	4.06	16	4.36	36
S19 Project Documents (1354, 1391...)	4.52	25	4.00	22	4.06	17	3.81	21	3.64	14	4.30	27
S20 Funds Management	4.39	41	4.14	29	4.04	25	4.10	21	3.57	14	3.94	31
S21 A/E Contract Services	4.62	34	3.97	29	4.30	20	4.00	18	3.67	12	3.97	29
S22 Engineering Design	4.49	35	3.92	26	4.20	25	3.84	19	3.80	15	4.03	31
S23 IDIQ Contracts	4.58	24	4.09	23	4.20	10	4.57	7	3.67	9	3.73	15
S24 Construction Quality	4.51	35	4.04	26	4.33	24	4.16	19	3.92	13	4.22	32
S25 Timely Construction	3.88	34	3.54	26	3.88	24	3.74	19	4.00	12	3.81	31
S26 Construction Turnover	4.30	33	3.92	26	4.22	23	4.06	18	4.18	11	3.93	27
S27 Warranty Support	4.21	28	4.08	25	4.16	25	3.74	19	4.09	11	4.04	26
S28 End-user Satisfaction	4.50	32	4.17	24	4.42	24	4.10	21	4.08	13	4.23	31
S29 Maintainability	4.44	32	4.12	25	4.29	24	3.94	17	3.92	13	4.17	29
s30 Privatization Support	4.14	7	4.00	3	5.00	4	4.50	2	4.00	3	4.00	2
s32 On-site Project Mgmt	4.41	41	4.03	29	4.20	25	4.16	19	4.00	13	4.32	34
s33 Value of S&R	4.51	41	4.29	31	4.42	24	4.10	20	3.69	13	4.19	27
s34 Value of S&A	4.48	40	4.24	29	4.42	24	4.10	20	4.00	14	4.27	30

Note: Items for which statistically significant differences were found are shown in bold.

Other includes AFSPC, AFRC, AFSOC, ANG, CENTAF, USAFE & HQAF

Table C-5: Satisfaction Scores by Work Category

<u>Item</u>	<u>Constructio</u> <u>n</u>		<u>Environmenta</u> <u>l</u>		<u>Other</u>		<u>Total</u>	
	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>
S1 Seeks Your Requirements	4.39	138	4.59	39	4.32	38	4.41	215
S2 Manages Effectively	4.21	137	4.59	39	4.31	36	4.30	212
S3 Treats You as Team Member	4.53	137	4.77	39	4.45	40	4.56	216
S4 Resolves Your Concerns	4.28	138	4.56	39	4.30	40	4.33	217
S5 Timely Service	4.18	137	4.56	39	4.28	40	4.26	216
S6 Quality Product	4.27	135	4.72	39	4.48	40	4.39	214
S7 Reasonable Cost	3.91	134	4.49	39	3.95	37	4.02	210
S8 Displays Flexibility	4.33	138	4.72	39	4.38	40	4.41	217
S9 Keeps You Informed	4.28	137	4.53	38	4.25	40	4.32	215
S10 Your Future Choice	4.26	136	4.56	39	4.23	39	4.31	214
S11 Overall Satisfaction	4.25	137	4.59	39	4.38	39	4.33	215
S18 Project Management	4.28	130	4.58	33	4.00	19	4.31	182
S20 Funds Management	4.02	114	4.42	31	3.88	17	4.08	162
S21 A/E Contract Services	4.13	112	4.40	15	4.00	16	4.14	143
S23 IDIQ Contracts	4.05	61	4.53	19	4.11	9	4.16	89
s33 Value of S&R	4.25	106	4.42	31	4.10	20	4.27	157
s34 Value of S&A	4.28	114	4.43	30	4.00	14	4.28	158

Note: Items for which statistically significant differences were found are shown in bold.
Other includes RE, O&M & Other.

Table C-6: Responses by Division & Survey Year

<u>COE Org</u>	<u>FY9</u> <u>7</u>	<u>FY9</u> <u>8</u>	<u>FY9</u> <u>9</u>	<u>FY0</u> <u>0</u>	<u>FY0</u> <u>1</u>	<u>FY0</u> <u>2</u>	<u>FY0</u> <u>3</u>	<u>FY0</u> <u>4</u>	<u>FY0</u> <u>5</u>	<u>FY0</u> <u>6</u>	<u>Total</u>
TAC	0	11	0	2	6	2	3	6	6	13	49
GRD	0	0	0	0	0	0	0	0	0	1	1
HQ	20	18	17	4	3	1	2	0	0	0	65
LRD	25	9	8	7	7	4	9	8	7	7	91
MVD	0	0	0	0	0	0	1	0	0	0	1
NAD	34	18	12	15	14	17	19	18	18	19	184
NWD	41	46	46	60	93	67	57	39	56	62	567
POD	25	19	20	21	27	18	25	33	24	18	230
POF	0	0	0	0	0	0	0	2	0	0	2
SAD	47	32	30	22	22	25	18	34	49	49	328
SPD	27	24	33	31	9	23	14	15	25	20	221
SWD	22	16	23	23	23	33	31	39	27	28	265
Total	241	193	189	185	204	190	179	194	212	217	2004

Table C-7: Responses by District & Survey Year

<u>COE Org</u>	<u>FY9</u> <u>7</u>	<u>FY9</u> <u>8</u>	<u>FY9</u> <u>9</u>	<u>FY0</u> <u>0</u>	<u>FY0</u> <u>1</u>	<u>FY0</u> <u>2</u>	<u>FY0</u> <u>3</u>	<u>FY0</u> <u>4</u>	<u>FY0</u> <u>5</u>	<u>FY0</u> <u>6</u>	<u>Total</u>
HQ	20	18	17	4	3	1	2	0	0	0	65
GRD	0	0	0	0	0	0	0	0	0	1	1
LRL	25	9	8	7	7	4	8	8	7	7	90
LRP	0	0	0	0	0	0	1	0	0	0	1
MVR	0	0	0	0	0	0	1	0	0	0	1
NAB	2	4	2	1	0	1	1	1	0	0	12
NAE	0	0	0	1	2	5	4	3	2	1	18
NAN	6	1	2	3	4	3	3	8	2	4	36
NAO	9	8	3	3	6	5	4	3	4	7	52
NAP	2	3	1	1	0	0	0	0	0	3	10
NAU	15	2	4	6	2	3	7	3	10	4	56
NWK	2	2	4	1	4	2	3	2	1	2	23
NWO	16	16	18	41	49	45	39	26	37	42	329
NWS	23	28	24	18	40	20	15	11	18	18	215
POA	14	11	5	6	20	9	17	25	16	12	135
POF	3	1	5	5	1	2	2	2	2	3	26
POH	4	1	3	5	1	1	1	1	3	0	20
POJ	4	6	7	5	5	6	5	7	3	3	51
SAM	19	7	8	15	14	18	12	28	30	31	182
SAS	28	25	22	7	8	7	6	6	19	18	146
SPA	17	10	15	12	3	8	6	6	9	14	100
SPK	4	4	11	8	2	9	3	5	9	0	55
SPL	6	10	7	11	4	6	5	4	7	6	66
SWF	12	12	17	15	6	13	17	16	16	12	136
SWL	3	1	2	2	3	2	2	2	1	3	21
SWT	7	3	4	6	14	18	12	21	10	13	108
TAC	0	11	0	2	6	2	3	6	6	13	49
Total	241	193	189	185	204	190	179	194	212	217	2004

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